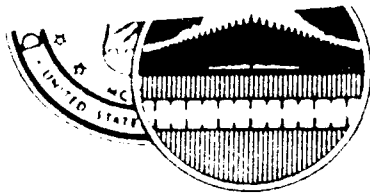


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.....UNITED STATES AIR FORCE.....

OCCUPATIONAL SURVEY REPORT

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CHAPEL MANAGEMENT

AFSC 893X0

AFPT 90-893-895

FEBRUARY 1991

OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT SQUADRON
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-5000

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TABLE OF CONTENTS

	<u>PAGE NUMBER</u>
PREFACE.	iii
SUMMARY OF RESULTS	iv
INTRODUCTION	1
Background	1
SURVEY METHODOLOGY	1
Survey Administration.	2
Survey Sample.	3
Data Processing and Analysis	3
Task Factor Administration	3
SPECIALTY JOBS (Career Ladder Structure)	5
Overview	5
Comparison to Previous Survey.	15
Summary.	15
CAREER LADDER PROGRESSION.	15
SKILL LEVEL DESCRIPTIONS	19
Summary.	27
AFR 39-1 SPECIALTY JOB DESCRIPTION ANALYSIS.	27
ANALYSIS OF MAJCOM GROUPS.	27
TRAINING ANALYSIS.	27
First-Enlistment Chapel Management Personnel (AFSC 893X0).	31
Review of Specialty Training Standard (STS).	37
Review of 3ABR Course Plan of Instruction (POI).	42
Other Training Issues.	42
Summary.	47
JOB SATISFACTION	47
Summary.	52
IMPLICATIONS	52
APPENDIX A	54

PREFACE

This report presents the results of an Air Force Occupational Survey of the Chapel Management (AFSC 893X0) career ladder. Authority for conducting occupational surveys is contained in AFR 35-2. Computer products used in this report are available for use by operations and training officials.

Ms Cindy Luster developed the survey instrument, Ms Becky Hernandez provided computer programming support, and Ms Raquel A. Soliz provided administrative support. Captain Cheryl A. Soat analyzed the data and wrote the final report. Lieutenant Colonel Charles D. Gorman, Chief, Airman Analysis Section, Occupational Analysis Branch, USAF Occupational Measurement Squadron, reviewed and approved this report for release.

Copies of this report are distributed to Air Staff sections and other interested training and management personnel. Additional copies may be requested from the USAF Occupational Measurement Squadron, Attention: Chief, Occupational Analysis Branch (OMY), Randolph AFB, Texas 78150-5000.

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SUMMARY OF RESULTS

1. Survey Coverage: This report is based on data collected from 514 respondents constituting 75 percent of all assigned AFSC 893X0 personnel.
2. Career Ladder Structure: Survey data show there are five independent jobs and two clusters of jobs in the career ladder. The independent jobs include: Facilities Preparation, Chapel Bookkeepers, Resource Management, Chiefs of Chapel Support Activities (CCSAs), and MAJCOM Administrative Support. The Religious Program Support cluster includes Administrative Support and Program Support and Coordination jobs. The Management and Training cluster includes Senior Supervisory Personnel, HQ-Level Executives, and Technical School Instructors.
3. Career Ladder Progression: This career ladder is typical in that 3- and 5-skill level members spend most of their job time performing technical tasks related to religious program support, bookkeeping, and resource management, 7-skill level members are first-line supervisors performing a mixture of technical and supervisory tasks, while 9-skill level members perform fewer technical tasks and spend more time on supervisory and managerial functions, and CEM personnel tend to be primarily managers.
4. Specialty Descriptions: AFR 39-1 Specialty Descriptions accurately describe jobs and tasks performed by AFSC 893X0 personnel.
5. Training Analysis: Most of the Specialty Training Standard (STS), the Course Training Standard (CTS) for the Chaplain Fund Accounting System (CFAS) course, and the Plans of Instruction (POIs) for the 3ABR89330 and 3AAR89370 courses are supported by survey data when reviewed using criteria set forth in AFR 8-13/ATC Supplement 1 and ATCR 52-22. Unsupported elements and learning objectives need to be reviewed by school personnel.
6. Job Satisfaction: Job satisfaction for respondents in the present study is somewhat higher than reported for members of comparative AFSCs surveyed in 1988. Overall satisfaction has improved over the years. Members of most jobs report they find their job interesting and feel their talents and training are used. Members with the Facilities Preparation and MAJCOM Administrative Support jobs, however, have the lowest satisfaction indicators.
7. Implications: Survey data show the career ladder responsibilities have remained essentially the same, despite changes in management, resources support, and religious program support. Members progress typically through the specialty. Training documents are quite well supported overall, but may require broadening in some instances.

OCCUPATIONAL SURVEY REPORT
CHAPEL MANAGEMENT CAREER LADDER
(AFSC 893X0)

INTRODUCTION

This is a report of an occupational survey of the Chapel Management career ladder (AFSC 893X0) conducted by the USAF Occupational Measurement Squadron. This career ladder was last surveyed in 1977. The present study was requested by HQ ATC/HC to identify changes in the areas of management, resources support, religious program support, and information system application. Survey data will also be used to update and validate career ladder documents.

Background

The AFR 39-1 Specialty Descriptions state that 3- and 5-skill level AFSC 893X0 personnel perform duties in support of the total religious, administrative, logistical, and fiscal functions of the Air Force Chaplain Service. In addition to these core functions, 7-skill level personnel supervise religious program support activities and administrative support activities, as well as performing chaplain function financial management for appropriated and nonappropriated funds.

Members enter the career ladder by attending a 33-day, Category A, Chapel Management Specialist course conducted at Keesler AFB MS. This course covers administrative duties, documentation management, supply management, maintenance of publication files, chaplain-fund accounting, and assisting in the preparation of equipment, facilities and ecclesiastical appointments for religious services, rites, and education programs.

SURVEY METHODOLOGY

Data for this survey were collected using USAF Job Inventory AFPT 90-893-895 (March 1990). The Inventory Developer reviewed pertinent career ladder documents and the previous OSR and job inventory, and then prepared a tentative task list. The task list was validated through personal interviews with 48 subject-matter experts at the following bases:

<u>BASE</u>	<u>REASON FOR VISIT</u>
Keesler AFB MS	Technical training school
Randolph AFB TX	ATC HQ base with a medium chapel facility and diverse chapel operations

Carswell AFB TX	Represents SAC and has a large, active lay population
Bergstrom AFB TX	Represents TAC and a numbered AF with a mobility function
Kirtland AFB NM	Represents MAC and hosts several workshops and conferences
USAF Academy CO	Large chapel operation with unique functions
Peterson AFB CO	SPACECOM HQ base
Langley AFB VA	TAC HQ base
HQ USAF	Office of the Chief of Chaplains
Lackland AFB TX	Largest chapel facility

The final inventory contains 407 tasks grouped under 10 duty headings, standard background questions asking for DAFSC, organization of assignment, base, MAJCOM, duty title, TAFMS, and time in career ladder, in addition to background questions asking respondents to indicate their usage of computer hardware and software applications and computer training received. Training and functional managers will use responses to these questions to evaluate current training documents.

Survey Administration

From May through August 1990, Consolidated Base Personnel Offices at operational bases worldwide administered the surveys to AFSC 893X0 personnel, as identified by a computer-generated mailing list provided by the Armstrong Laboratory, Human Resources Directorate. Respondents were asked to complete the identification and biographical information section first, go through the booklet and mark all tasks they perform in their current job, and then go back and rate each task they marked on a 9-point scale reflecting the relative amount of time spent on each task. Time spent ratings range from 1 (indicating a very small amount of time spent) to 9 (indicating a very large amount of time spent).

The computer calculated the relative percent time spent on all tasks for each respondent by first totaling ratings on all tasks, dividing the rating for each task by this total, and multiplying by 100. The percent time spent ratings from all inventories were then combined and used with percent member performing values to describe various groups in the career ladder.

Survey Sample

The final sample includes responses from 514 AFSC 893X0 members. As shown in Tables 1 and 2, the MAJCOM and DAFSC representation in the sample is very close to that of the total AFSC 893X0 population.

Data Processing and Analysis

Once the job inventories are received from the field, the booklets are screened for completeness and accuracy and are optically scanned to create a complete case record for each respondent. Comprehensive Occupational Data Analysis Programs (CODAP) then create a job description for each respondent, as well as composite job descriptions for members of various demographic groups. These job descriptions are used for much of the occupational analysis.

Task Factor Administration

Personnel who make decisions about career ladder documents and training programs use task factor data (training emphasis and task difficulty ratings), as well as job descriptions. The survey process provides these data by asking selected E-6 and E-7 supervisors to complete either a training emphasis (TE) or task difficulty (TD) booklet. These booklets are processed separately from the job inventories, and TE and TD data, when applicable, are considered when analyzing other issues in the study.

Training Emphasis (TE). TE is defined as the amount of structured training that first-enlistment personnel need to perform tasks successfully. Structured training is defined as training provided by resident technical schools, field training detachments (FTD), mobile training teams (MTT), formal OJT, or any other organized training method. Fifty-six experienced AFSC 893X0 supervisors rated the tasks in the inventory on a 10-point scale ranging from 0 (no TE required) to 9 (high TE required). Interrater agreement for these 56 raters is acceptable. The mean TE rating for tasks in the inventory is 2.81, and the standard deviation is 1.73. Any task with a TE rating of 4.54 or greater is considered to have high TE.

Task Difficulty (TD). TD is defined as an estimate of the length of time the average airman takes to learn how to perform each task listed in the inventory. Fifty-eight experienced AFSC 893X0 supervisors rated the difficulty of the tasks in the inventory on a 9-point scale ranging from 1 (easy to learn) to 9 (very difficult to learn). Ratings are adjusted so tasks of average difficulty have a value of 5.0. There is acceptable agreement among the 58 TD raters.

TABLE 1
MAJCOM REPRESENTATION IN SAMPLE

<u>COMMAND</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
USAFE	16	16
SAC	15	15
ATC	15	16
TAC	13	13
MAC	11	11
PACAF	8	8
AFLC	5	5
AFSC	4	3
AIR U	3	2
AAC	2	3
USAFA	2	2
OTHR	6	6

Total Assigned = 687
 Total Eligible = 603
 Total in Sample = 514
 Percent of Assigned in Sample = 75%
 Percent of Eligible in Sample = 85%

TABLE 2
PAYGRADE DISTRIBUTION OF SAMPLE

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
E-1 to E-3	15	14
E-4	31	28
E-5	24	26
E-6	15	16
E-7	10	12
E-8	3	2
E-9	2	2

SPECIALTY JOBS (Career Ladder Structure)

The first step in the analysis process is to identify the structure of the career ladder in terms of jobs performed. Comprehensive Occupational Data Analysis Programs (CODAP) assist by creating an individual job description for each respondent based on the tasks performed and relative amount of time spent on the tasks. The CODAP automated job clustering program then compares all the individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and combines them to form a composite job description. In successive stages, new members are added to this initial group, or new groups are formed based on the similarity of tasks and time spent ratings. This process continues until all respondents have been included in a group.

Overview

Survey data show that the vast majority of Chapel Management personnel provide some support in the areas of religious programs, resource management, and administrative matters. Differences in the amount of time spent on these and other duties, however, define five independent jobs and two clusters of jobs within the specialty. Independent jobs identified include: Facility Preparation Personnel, Chapel Bookkeepers, Resource Management Personnel, Chiefs of Chapel Support Activities, and Executive Administrative Support Personnel. A cluster of Religious Program Support Personnel includes respondents who are providing administrative support for religious programs, and a second group of personnel who are doing more coordinating for religious programs. A second cluster of Management and Training Personnel includes a group of senior level supervisors, a group of headquarters-level executives, and technical school instructors. Figure 1 is a graphic representation of the career ladder structure showing the percentages of AFSC 893X0 personnel in the various jobs.

The percent time members of these jobs spend on duties is shown in Table 3, while selected background information on members of these jobs is presented in Table 4. The Stage (STG) number listed beside the title is a reference number assigned by CODAP, while the letter "N" refers to the number of respondents in the job.

- I. FACILITIES PREPARATION PERSONNEL (STG066, N=6)
- II. RELIGIOUS PROGRAM SUPPORT PERSONNEL (STG060, N=88)
 - A. Administrative Support Personnel (STG117, N=9)
 - B. Program Support and Coordination Personnel (STG085, N=64)
- III. CHAPEL BOOKKEEPERS (STG056, N=118)
- IV. RESOURCE MANAGEMENT PERSONNEL (STG048, N=122)

DISTRIBUTION OF AFSC 893XO PERSONNEL ACROSS CAREER LADDER JOBS

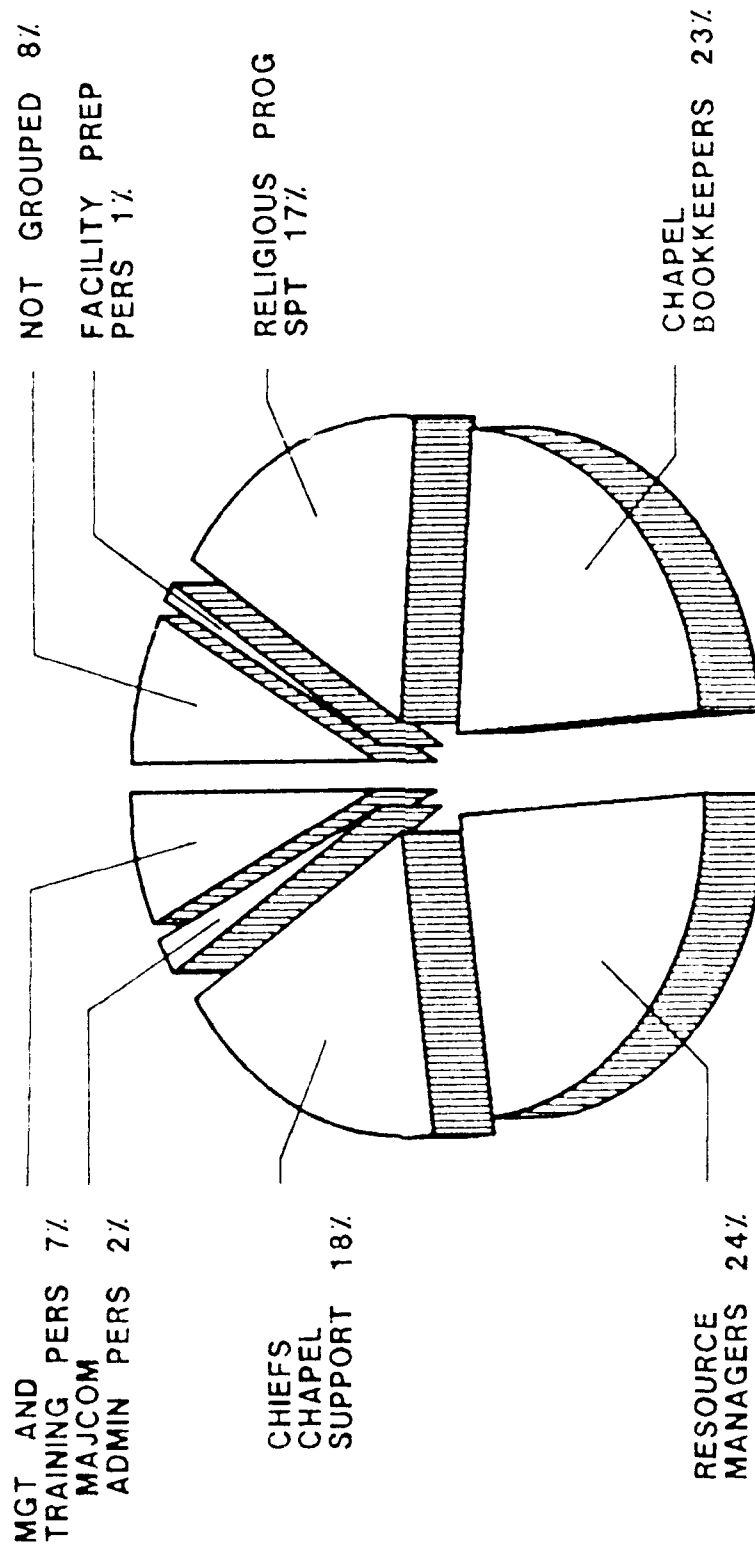


FIGURE 1

TABLE 3

DISTRIBUTION OF TIME SPENT ACROSS DUTIES BY MEMBERS OF CAREER LADDER JOBS
(RELATIVE PERCENT OF JOB TIME SPENT)

DUTIES	FACILITIES PREP PERS (STG066, N=6)	RELIGIOUS PRGM SPT PERSONNEL (STG060, N=88)	CHAPEL BKPRS (STG056, N=113)	RESOURCE MGT PERS (STG048, N=122)
A. ORGANIZING AND PLANNING	1	3	2	4
B. DIRECTING AND IMPLEMENTING	3	4	2	5
C. INSPECTING AND EVALUATING	*	3	1	5
D. TRAINING	0	1	1	3
E. PROVIDING RELIGIOUS PROGRAM SUPPORT	63	43	26	18
F. PROVIDING CHAPEL RESOURCES SUPPORT	8	4	47	42
G. PROVIDING CHAPEL ADMINISTRATIVE SUPPORT	9	20	7	9
H. PERFORMING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	0	2	*	2
I. MAINTAINING FACILITIES AND GROUNDS	10	12	8	6
J. MANAGING DISASTER PREPAREDNESS, MOBILITY, AND READINESS PROGRAMS	6	8	6	6

* Denotes less than 1 percent

TABLE 3 (CONTINUED)

DISTRIBUTION OF TIME SPENT ACROSS DUTIES BY MEMBERS OF CAREER LADDER JOBS
(RELATIVE PERCENT OF JOB TIME SPENT)

DUTIES	CHIEFS OF CHAPEL SPT ACTIVITIES (STG047, N=94)	MAJCOM AUMN SPT PERS (STG045, N=8)	MGT & TRNG PERSONNEL (STG009, N=38)
A. ORGANIZING AND PLANNING	11	6	11
B. DIRECTING AND IMPLEMENTING	11	7	11
C. INSPECTING AND EVALUATING	16	4	18
D. TRAINING	7	1	5
E. PROVIDING RELIGIOUS PROGRAM SUPPORT	14	4	6
F. PROVIDING CHAPEL RESOURCES SUPPORT	13	14	12
G. PROVIDING CHAPEL ADMINISTRATIVE SUPPORT	11	57	14
H. PERFORMING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	3	4	16
I. MAINTAINING FACILITIES AND GROUNDS	5	2	2
J. MANAGING DISASTER PREPAREDNESS, MOBILITY, AND READINESS PROGRAMS	9	1	5

* Denotes less than 1 percent

TABLE 4

SELECTED BACKGROUND DATA ON MEMBERS IN CAREER LADDER JOBS

	FACILITIES		RELIGIOUS		CHAPEL BKPRS (STG056)	RESOURCE		CHIEFS OF		MAJCOM ADMN		MGT & TRNG	
	PREP PERS (STG066)	SPT PERSONNEL (STG060)	PRGM SPT PERSONNEL (STG060)	PERSONNEL (STG060)		MGT PERS (STG048)	ACTIVITIES (STG047)	SPT PERS (STG045)	PERSONNEL (STG009)				
NUMBER IN GROUP	6	88	118	122	94	8	38						
PERCENT OF SAMPLE	1%	17%	23%	24%	18%	2%	7%						
PERCENT IN CONUS	67%	74%	72%	65%	73%	63%	74%						
DAFSC DISTRIBUTION													
89330	33%	20%	30%	2%	0	0	0						
89350	67%	66%	67%	58%	6%	50%	13%						
89370	0	13%	3%	39%	80%	37%	55%						
89390	0	0	0	1%	9%	13%	21%						
89300	0	1%	0	0	5%	0	11%						
PAYGRADE DISTRIBUTION													
AIRMAN	67%	18%	38%	1%	0	0	0						
E-4	33%	50%	50%	21%	0	25%	3%						
E-5	0	20%	9%	59%	17%	50%	18%						
E-6	0	10%	2%	16%	37%	0	32%						
E-7	0	2%	1%	2%	37%	13%	29%						
E-8	0	0	0	0	5%	12%	5%						
E-9	0	0	0	1%	4%	0	13%						
AVERAGE MONTHS TAFMS													
AVERAGE NUMBER OF	34	82	53	120	197	146	185						
TASKS PERFORMED	37	86	89	164	152	51	77						
PERCENT IN FIRST ENLISTMENT	83%	32%	54%	5%	0	0	0						
PERCENT SUPERVISING	0	10%	5%	56%	98%	0	45%						

- V. CHIEFS OF CHAPEL SUPPORT ACTIVITIES (CCSA) (STG047, N=94)
- VI. MAJCOM ADMINISTRATIVE SUPPORT PERSONNEL (STG045, N=8)
- VII. MANAGEMENT AND TRAINING PERSONNEL (STG009, N=38)
 - A. Senior Supervisory Personnel (STG043, N=10)
 - B. HQ-Level Executives (STG027, N=19)
 - C. Technical School Instructors (STG038, N=4)

A description of each job is presented below. Representative tasks performed by members within each job are listed in Appendix A.

I. FACILITIES PREPARATION PERSONNEL (STG066, N=6). Approximately 1 percent of survey respondents indicated they spend 63 percent of their time performing religious program support tasks. The majority of their time is spent preparing facilities for various religious services and functions and then restoring these facilities to a neutral setting after use. This is a rather narrow job, with the average job incumbent performing only 37 tasks, including the following:

- prepare facilities to support Catholic services or rites
- prepare facilities to support general Protestant services or rites
- prepare facilities to support organizational meetings or functions
- restore chapel facilities after use to a neutral setting
- restore nonchapel facilities after use
- prepare facilities to support special services
- prepare facilities and equipment for adult values education

These respondents comprise the most junior group in the survey sample, with an average of only 34 months of service. All six members hold a paygrade of E-4 or below and a 3- or 5-skill level.

II. RELIGIOUS PROGRAM SUPPORT PERSONNEL (STG060, N=88). Eighty-eight survey respondents indicated they perform an average of 86 tasks, with the majority of their time spent on tasks in the areas of religious program and chapel administrative support. While, as reflected in Table 3, personnel in this job are spending a smaller percentage of time on religious program support tasks than Facilities Preparation Personnel, these respondents are performing the full range of religious program support tasks, rather than just facility preparation tasks. Such tasks include:

- assemble supplies or equipment for chapel-related programs
- maintain facility reservation books
- prepare chapel bulletins
- prepare facilities for religious education activities
- prepare refreshments for chapel social functions
- coordinate chapel activities schedules with staff personnel
- coordinate with lay personnel in support of chapel activities

These incumbents have an average of 82 months of military service, and 80 percent hold a paygrade of E-4 or above.

Within this cluster, there are two job variations: Administrative Support Personnel, and Program Support and Coordination Personnel. Administrative Support Personnel spend 39 percent of their work time on administrative tasks in support of religious programs and another 37 percent of their time on other types of religious program support tasks. Members with this job are distinguished by the time they spend performing the following tasks:

- process TDY orders
- maintain functional publication libraries (FPLs)
- prepare permissive TDY orders
- estimate requirements for forms and publications
- maintain supply of blank forms
- establish records management files

In contrast, Program Support and Coordination Personnel are spending 42 percent of their time on general religious program support tasks and only 19 percent of their time on administrative tasks. These personnel serve more as receptionists and program coordinators. They are distinguished by the time they spend on the following tasks:

- perform receptionist duties
- assemble supplies or equipment for chapel-related programs
- maintain facility reservation books
- maintain facility reservation calendars
- coordinate chapel activities schedules with staff personnel
- coordinate with lay personnel in support of chapel activities
- perform building security, fire, or safety checks

III. CHAPEL BOOKKEEPERS (STG056, N=118). Comprising 23 percent of the survey sample, respondents in this job spend 47 percent of their time providing chapel resources support. A rather junior group, with an average of 53 months of service, these incumbents handle much of the necessary paperwork involved in handling various funds. Tasks which are key to this job include:

- complete AF Forms 1420 (Purchase Order/Voucher)
- maintain chaplain-fund checkbooks and savings accounts
- complete AF Forms 1421 (Daily Transaction Report)
- deposit chaplain funds receipts in bank
- participate in chaplain-fund council meetings
- render payments for chaplain-fund services and materials

Chapel bookkeepers are primarily 3- and 5-skill level personnel, and 89 percent hold paygrades between E-1 and E-4.

IV. RESOURCE MANAGEMENT PERSONNEL (STG048, N=122). A more senior group than the Chapel Bookkeepers, this group of 122 respondents described their job as one of managing supplies and funds for the chapel management functions. Ninety-seven percent of these personnel hold 5- or 7-skill levels, and 77 percent hold paygrades of E-5 or higher. Typical resource management tasks which differentiate these incumbents from Chapel Bookkeepers include:

- monitor status of appropriated-fund budgets
- initiate appropriated-funds purchase requests for contract services and materials
- coordinate appropriated-fund budget matters with resource advisors
- analyze cost center reports
- determine financial requirements

With an average of 120 months TAFMS, over half of these personnel find themselves supervising, in addition to managing chapel resources.

V. CHIEFS OF CHAPEL SUPPORT ACTIVITIES (CCSA) (STG047, N=94). This group of 94 senior-level chapel management personnel describe their job as supervising all aspects of chapel management activities. Ninety-four percent of these respondents hold a 7-skill level or higher, and 82 percent are E-6s or above. With an average of 197 months of military service, these personnel spend 38 percent of their worktime on general supervisory and management tasks (Duties A through C), while the remainder of their time is distributed across all other duties. Members with this job report performing an average of 152 tasks, including:

- supervise Chapel Management Specialists (AFSC 89350)
- determine work priorities
- evaluate compliance of subordinates with work standards
- interpret policies, directives, or procedures for subordinates
- inspect monthly chaplain-fund accounting records
- inspect chapel resources support functional areas
- inspect chapel admin support functional areas

VI. MAJCOM ADMINISTRATIVE SUPPORT PERSONNEL (STG045, N=8). The eight members of this group are working at various MAJCOM headquarters and are providing administrative support at the MAJCOM level. While this is a rather experienced group with an average of 146 months TAFMS, they perform an average of only 51 tasks, and 57 percent of their time is spent providing chapel administrative support. Their role in providing administrative support is shown by the following tasks which they spend most time performing:

- process TDY orders
- perform receptionist duties
- participate in staff meetings
- estimate requirements for forms and publications
- determine work priorities
- evaluate administrative forms or files
- schedule temporary duty, leaves, compensatory time off, or passes
- draft or revise job descriptions

Seventy-five percent of these incumbents hold a paygrade of E-4 or E-5, and 88 percent are at the 5- or 7-skill level.

VII. MANAGEMENT AND TRAINING PERSONNEL CLUSTER (STG009, N=38). This is a cluster of three job variations related to management and training functions. Members with these jobs perform a number of common tasks in the areas of supervision, management, and special program logistical support, but are differentiated by the amounts of time spent and the specific tasks performed. Overall, personnel in this cluster are primarily 7-, 9-skill level, and CEM personnel in paygrades ranging from E-5 through E-9. They have an average of 185 months TAFMS and typically perform about 77 tasks. Tasks common to the majority of respondents in these jobs include:

- participate in staff meetings
- determine work priorities
- proofread correspondence for typographical errors
- establish suspenses
- review correspondence, records, or reports for content
- analyze workload requirements

Variations within this cluster were identified as Senior Supervisors, HQ Level Executives, and Technical School Instructors. All incumbents identified as Senior Supervisors are supervising one or more people. These incumbents spend 62 percent of their time on supervisory and management tasks, with the remainder of their time fairly evenly distributed across duties. The 10 members of this job have an average of 255 months TAFMS, and most hold a paygrade between E-7 and E-9. Tasks most commonly performed by personnel in this job include:

- determine work priorities
- participate in staff meetings
- analyze workload requirements
- write EPRs
- establish performance standards for subordinates
- write recommendations for awards and decorations or recognition programs
- assign personnel to duty positions

The majority of survey respondents identified as HQ-Level Executives are assigned to various MAJCOM headquarters. More time is spent performing special program logistical support activities by personnel in this job than in any other job. Of the 19 personnel in this job, most hold a 7-skill level and a paygrade of E-6 or E-7. Only 16 percent are supervising. Of the 88 tasks typically performed here, the following are the most commonly performed:

- determine transportation requirements for conferences, workshops, or DV visits
- determine billeting requirements for conferees or DVs
- prepare conference, DV, or workshop itineraries
- coordinate activity itinerary with applicable offices
- confirm travel reservation information for conferees or DVs
- proofread correspondence for typographical errors

The third job variation within this cluster, Technical School Instructors, is a small group of four personnel who are providing instruction at the Chapel Management course at Keesler AFB. These personnel hold paygrades ranging from E-5 to E-7 and are predominantly 7-skill level personnel with a T-Prefix. They have an average of 139 months TAFMS and perform an average of 75 tasks, mostly training in nature, including:

- administer tests
- conduct resident course classroom training
- operate audiovisual equipment
- develop course curricula, plans of instruction (POIs), specialty training standards (STSS) or Job Qualification Standards (JQSs)

counsel trainees on training progress
counsel subordinates
determine training requirements

Comparison to Previous Survey

Jobs identified in the present survey were compared to those reported in the previous OSR (see Table 5). One of the purposes for this survey is to identify changes in the areas of management, resources support, and religious program support. A preliminary look at the job comparisons between the two surveys suggests that the major areas of responsibility for this career ladder have not changed a great deal since 1977. What has changed is the distinction between jobs. Whereas in the previous survey, jobs tended to cluster together due to common tasks performed, jobs today tend to be better defined and more distinct from one another. Jobs have become much more specialized across the career ladder, showing enough differentiation to be identified as independent jobs rather than clustered together with other jobs.

Summary

Survey data show that, while most Chapel Management personnel perform some religious program support and administrative tasks, various jobs can be clearly identified by the relative amounts of time spent in these and other duty areas. Specialists are found in each major area of responsibility, including religious program support, resources and financial management, administrative support, and special program logistical support activities. Despite the change in AFSC since the last survey, the jobs have remained quite stable over the past 12 years and are reflected by the current classification structure.

CAREER LADDER PROGRESSION

Analysis of DAFSC groups, together with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed by members of the various skill-level groups, which in turn may be used to determine how well career ladder documents, such as AFR 39-1 Specialty Descriptions and the Specialty Training Standard (STS), reflect what members of the various skill-level groups are doing.

The distribution of skill-level members across the specialty jobs is displayed in Table 6, while relative amounts of time members of the various skill-level groups spend on duties is shown in Table 7. These data show a distinction between the responsibilities of members of the skill levels, with a steady decrease in involvement in support activities and an increase in involvement in managerial activities as members progress through the various skill levels. At the 3-/5-skill levels, members tend to be working in the

TABLE 5
COMPARISON OF CAREER LADDER STRUCTURE FOR
CURRENT AND PREVIOUS SURVEY

<u>JOBS IDENTIFIED IN CURRENT STUDY</u>	<u>JOBS IDENTIFIED IN PREVIOUS OSR</u>
FACILITIES PREPARATION PERS JOB (N=6)	NOT IDENTIFIED
RELIGIOUS PROGRAM SUPPORT PERS CLUSTER (N=88)	PROFESSIONAL SUPPORT/ADMINISTRATIVE PERSONNEL (N=90)
CHAPEL BOOKKEEPER JOB (N=118)	NONAPPROPRIATED FUND BOOKKEEPERS JOB (N=11)
	NONAPPROPRIATED FUND/PROFESSIONAL SUPPORT PERSONNEL (N=146)
RESOURCE MANAGEMENT PERSONNEL JOB (N=122)	NCOICs FINANCIAL MANAGEMENT/ PROFESSIONAL SUPPORT PERS (N=42)
CHIEFS OF CHAPEL SUPPORT ACTIVITIES JOB (N=94)	CHIEFS, SUPPORT ACTIVITIES (N=101)
MAJCOM ADMIN SUPPORT PERS JOB (N=8)	NOT IDENTIFIED
MANAGEMENT & TRAINING PERS CLUSTER (N=38)	HEADQUARTERS PERSONNEL (N=31)
NOT IDENTIFIED	CHAPEL PROGRAM ADMINISTRATORS (N=57)

TABLE 6
DISTRIBUTION OF SKILL-LEVEL MEMBERS
ACROSS CAREER LADDER JOBS
(PERCENT)

<u>JOBS</u>	<u>89330/50</u> <u>(N=303)</u>	<u>89370</u> <u>(N=177)</u>	<u>89390</u> <u>(N=22)</u>	<u>89300</u> <u>(N=12)</u>
FACILITIES PREPARATION PERSONNEL	2%	0	0	0
RELIGIOUS PROGRAM SUPPORT PERSONNEL	25%	6%	0	8%
CHAPEL BOOKKEEPERS	38%	2%	0	0
RESOURCE MANAGEMENT PERSONNEL	24%	27%	5%	0
CHIEFS OF CHAPEL SUPPORT ACTIVITIES	2%	42%	36%	42%
MAJCOM ADMINISTRATIVE SUPPORT PERSONNEL	1%	2%	5%	0
MANAGEMENT & TRAINING PERSONNEL	2%	12%	36%	33%
UNGROUPED	6%	9%	18%	17%

TABLE 7

TIME SPENT ON DUTIES BY MEMBERS OF SKILL-LEVEL GROUPS
(RELATIVE PERCENT OF JOB TIME)

DUTIES	89330/50 (N=303)	89370 (N=177)	89390 (N=22)	89300 (N=12)
A. ORGANIZING AND PLANNING	3	7	11	18
B. DIRECTING AND IMPLEMENTING	3	8	11	15
C. INSPECTING AND EVALUATING	3	12	22	20
D. TRAINING	1	5	5	7
E. PROVIDING RELIGIOUS PROGRAM SUPPORT	29	16	7	12
F. PROVIDING CHAPEL RESOURCES SUPPORT	32	21	13	4
G. PROVIDING CHAPEL ADMINISTRATIVE SUPPORT	13	12	13	9
H. PERFORMING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	1	5	7	7
I. MAINTAINING FACILITIES AND GROUNDS	8	6	2	3
J. MANAGING DISASTER PREPAREDNESS, MOBILITY, AND READINESS PROGRAMS	6	7	9	5

* Denotes less than 1 percent

areas of religious program support, bookkeeping, and resource management. At the 7-skill level, more members are supervising 3-/5-skill level personnel in these areas as Chiefs of Chapel Support Activities, and at the 9- and CEM code level, respondents are getting more involved in upper level management.

SKILL LEVEL DESCRIPTIONS

DAFSC 89330/50. DAFSC 89330/50 respondents constitute 59 percent of the total sample and have an 82 percent-time-spent overlap on common tasks, indicating they perform very nearly the same job. Because of the high overlap, a combined job description was created and used in further analyses. As shown in Table 6, most 3- and 5-skill level members are involved with religious program support, bookkeeping, and resource management. Six percent of 3- and 5-skill level members could not be grouped into any of the jobs identified because of the diversity of tasks they perform. Representative tasks DAFSC 89330/50 members perform are listed in Table 8, and most are related to religious program support activities.

DAFSC 89370. Seven-skill level personnel constitute 34 percent of the total sample. As shown in Table 6, most 7-skill level personnel work as Chiefs of Chapel Support Activities or Resource Management Personnel. Representative tasks DAFSC 89370 members perform are listed in Table 9 and are distributed across several duties. Tasks that best distinguish between DAFSC 89330/50 and 89370 personnel are shown in Table 10. Figures in the top portion of the table show a greater percentage of 3- and 5-skill level personnel perform chapel resources support tasks, while figures in the lower half show more 7-skill level personnel perform supervisory and training tasks.

DAFSC 89390. There are 22 9-skill level respondents in the sample, constituting 4 percent of the total sample. As shown in Table 6, 36 percent of these respondents have the Chief of Chapel Support Activities job, while another 36 percent are working in the Management and Training job. Representative tasks DAFSC 89390 members perform are clearly supervisory and managerial in nature and are listed in Table 11. Tasks that best distinguish between 7- and 9-skill level respondents are listed in Table 12. Figures in the top portion of the table show a greater percentage of 7-skill level personnel perform religious program support tasks, while figures in the lower half show more 9-skill level personnel perform upper level management type tasks.

DAFSC 89300. There are 12 respondents with the CEM code, constituting only 2 percent of the total sample. As shown in Table 6, 9-level and CEM code personnel generally work in the same types of jobs. Table 7, however, suggests that CEMs are spending more time on organizing and planning tasks and directing and implementing tasks. Representative tasks performed by CEMs are listed in Table 13, and tend to be managerial in nature. Tasks that best distinguish between 9-skill level and CEM personnel are listed in Table 14. Figures in the top half of the table indicate that a greater percentage of 9-skill level are involved in direct supervisory tasks, while figures in the lower half show CEMs perform more managerial tasks.

TABLE 8
REPRESENTATIVE TASKS PERFORMED BY 89330/50 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=303)
E149 PREPARE FACILITIES TO SUPPORT CATHOLIC SERVICES OR RITES	90
I349 CLEAN CHAPEL FACILITIES, SUCH AS CHAPEL, ANNEX, OR KITCHEN	90
E171 RESTORE CHAPEL FACILITIES AFTER USE TO A NEUTRAL SETTING	89
E151 PREPARE FACILITIES TO SUPPORT GENERAL PROTESTANT SERVICES OR RITES	86
G300 PERFORM RECEPTIONIST DUTIES	84
B38 PARTICIPATE IN STAFF MEETINGS	82
E109 ASSEMBLE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	81
I360 PERFORM BUILDING SECURITY, FIRE, OR SAFETY CHECKS	77
E156 PREPARE FACILITIES TO SUPPORT SPECIAL SERVICES	76
E118 DISTRIBUTE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	76
E146 PREPARE FACILITIES FOR MEMORIAL SERVICES	75
E161 PREPARE REFRESHMENTS FOR CHAPEL SOCIAL FUNCTIONS	75
E148 PREPARE FACILITIES FOR WEDDINGS	75
E144 PREPARE FACILITIES FOR ECUMENICAL OR INTERFAITH SERVICES OR ACTIVITIES	74
E147 PREPARE FACILITIES FOR RELIGIOUS EDUCATION ACTIVITIES	74
E154 PREPARE FACILITIES TO SUPPORT ORGANIZATIONAL MEETINGS OR FUNCTIONS	73
I353 MAINTAIN ECCLESIASTICAL EQUIPMENT	73
F202 DEPOSIT CHAPLAIN FUNDS RECEIPTS IN BANK	73
E150 PREPARE FACILITIES TO SUPPORT DENOMINATIONAL OR OTHER FAITH GROUP SERVICES OR RITES	73
F185 COMPLETE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	70
I357 OPERATE AUDIOVISUAL EQUIPMENT	68
F176 ADVISE REQUESTERS ON PROPER PROCEDURES FOR OBTAINING SUPPLIES AND SERVICES	67
E145 PREPARE FACILITIES FOR FUNERAL SERVICES	66
J399 PARTICIPATE IN MOBILITY OR READINESS EXERCISES	65
E115 COORDINATE WITH LAY PERSONNEL IN SUPPORT OF CHAPEL ACTIVITIES	62
I351 MAINTAIN AUDIOVISUAL EQUIPMENT	60
G302 PREPARE CHAPEL ADMINISTRATIVE CORRESPONDENCE	59
F175 ADVISE REQUESTORS ON AUTHORIZED EXPENDITURES	59
I350 IDENTIFY MAJOR AND MINOR CONSTRUCTION AND SELF-HELP PROJECTS	59
G323 PROOFREAD CORRESPONDENCE FOR TYPOGRAPHICAL ERRORS	55
F236 PARTICIPATE IN CHAPLAIN-FUND COUNCIL MEETINGS	54

TABLE 3

REPRESENTATIVE TASKS PERFORMED BY 89370 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=177)
B38 PARTICIPATE IN STAFF MEETINGS	90
A6 DETERMINE WORK PRIORITIES	79
G323 PROOFREAD CORRESPONDENCE FOR TYPOGRAPHICAL ERRORS	77
G300 PERFORM RECEPTIONIST DUTIES	76
I360 PERFORM BUILDING SECURITY, FIRE, OR SAFETY CHECKS	74
B29 ESTABLISH SUSPENSES	72
A1 ANALYZE WORKLOAD REQUIREMENTS	71
E109 ASSEMBLE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	69
E171 RESTORE CHAPEL FACILITIES AFTER USE TO A NEUTRAL SETTING	69
B24 COUNSEL SUBORDINATES	69
B37 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	67
I350 IDENTIFY MAJOR AND MINOR CONSTRUCTION AND SELF-HELP PROJECTS	67
A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	67
B27 DRAFT OR REVISE JOB DESCRIPTIONS	67
D102 MAINTAIN OJT RECORDS	66
I349 CLEAN CHAPEL FACILITIES, SUCH AS CHAPEL, ANNEX, OR KITCHEN	66
C82 WRITE EPRs	66
J389 OPERATE CHAPEL CONTROL CENTER IN CHAPEL FACILITIES	65
I359 OPERATE SOUND SYSTEMS	65
E149 PREPARE FACILITIES TO SUPPORT CATHOLIC SERVICES OR RITES	64
B41 SUPERVISE CHAPEL MANAGEMENT SPECIALIST (AFSC 89350)	64
C75 INSPECT CHAPEL RESOURCES SUPPORT FUNCTIONAL AREAS	63
A12 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES	63
F211 INSPECT MONTHLY CHAPLAIN-FUND ACCOUNTING RECORDS	63
A16 PLAN WORK ASSIGNMENTS	63
G302 PREPARE CHAPEL ADMINISTRATIVE CORRESPONDENCE	62
E151 PREPARE FACILITIES TO SUPPORT GENERAL PROTESTANT SERVICES OR RITES	62
D94 DETERMINE TRAINING REQUIREMENTS	62
C83 WRITE RECOMMENDATIONS FOR AWARDS AND DECORATIONS OR RECOGNITION PROGRAMS	62
A21 SCHEDULE WORK ASSIGNMENTS	62
C79 REVIEW CORRESPONDENCE, RECORDS, OR REPORTS FOR CONTENT	61
C49 CONDUCT PERFORMANCE FEEDBACK SESSIONS FOR SUBORDINATES	61

TABLE 10

EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 89330/50 AND DAFSC 89370 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	89330/50 (N=303)	89370 (N=177)	DIFF
F253 PROCESS AF FORMS 1419 (CHAPEL OFFERING CERTIFICATE)	51	9	42
F187 COMPLETE AF FORMS 1421 (DAILY TRANSACTION REPORT)	53	12	41
F186 COMPLETE AF FORMS 1420 (PURCHASE ORDER/ VOUCHER)	54	14	40
F254 PROCESS AF FORMS 1420 (PURCHASE ORDER/ VOUCHER)	49	11	38
F188 COMPLETE AF FORMS 1424 (PURCHASE ORDER AND ACCOUNTS PAYABLE REGISTER)	50	12	38
F199 COMPLETE MONTHLY AF FORMS 1425 (STATEMENT OF OPERATIONS AND NET WORTH)	51	14	37
B41 SUPERVISE CHAPEL MANAGEMENT SPECIALIST (AFSC 89350)	13	64	-51
D94 DETERMINE TRAINING REQUIREMENTS	12	62	-50
C83 WRITE RECOMMENDATIONS FOR AWARDS AND DECORATIONS OR RECOGNITION PROGRAMS	12	62	-50
B24 COUNSEL SUBORDINATES	20	69	-49
C82 WRITE EPRs	17	66	-49
D102 MAINTAIN OJT RECORDS	17	66	-49

TABLE 11
REPRESENTATIVE TASKS PERFORMED BY 89390 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=22)
C79 REVIEW CORRESPONDENCE, RECORDS, OR REPORTS FOR CONTENT	95
B38 PARTICIPATE IN STAFF MEETINGS	86
A6 DETERMINE WORK PRIORITIES	82
B46 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	77
C62 EVALUATE INSPECTION REPORTS OR PROCEDURES	77
B29 ESTABLISH SUSPENSES	77
A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	77
C80 REVIEW HOST-TENANT SUPPORT AGREEMENTS (HTSAS) OR INTER- SERVICE SUPPORT AGREEMENTS (ISSAS)	77
B37 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	73
C58 EVALUATE COMPLIANCE OF SUBORDINATES WITH WORK STANDARDS	73
C63 EVALUATE JOB DESCRIPTIONS	73
A18 RESEARCH DATA FOR CHAPLAIN FUNCTION MANPOWER REQUIREMENTS OR AUTHORIZATIONS	73
C83 WRITE RECOMMENDATIONS FOR AWARDS AND DECORATIONS OR RECOGNITION PROGRAMS	73
C57 EVALUATE CHAPEL MANAGEMENT SUPPORT AT WORSHIP SERVICES	68
A4 COORDINATE ASSIGNMENT ACTIONS WITH PERSONNEL	68
A12 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES	68
B28 ESTABLISH ORGANIZATIONAL POLICIES, SUCH AS OPERATING INSTRUCTIONS (OIs), OR STANDARD OPERATING PROCEDURES (SOPs)	68
A22 VALIDATE AND MONITOR CHAPLAIN FUNCTION MANPOWER REQUIREMENTS OR AUTHORIZATIONS	68
B24 COUNSEL SUBORDINATES	68
B27 DRAFT OR REVISE JOB DESCRIPTIONS	68
C53 DEVELOP SELF-INSPECTION PROGRAMS AND CHECKLISTS	64
E133 PLAN BRIEFINGS	64
A16 PLAN WORK ASSIGNMENTS	64
G300 PERFORM RECEPTIONIST DUTIES	64
A21 SCHEDULE WORK ASSIGNMENTS	64
A1 ANALYZE WORKLOAD REQUIREMENTS	64
C82 WRITE EPRs	64
G299 MONITOR FLOW OF CORRESPONDENCE	59

TABLE 12

EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 89370 AND DAFSC 89390 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	89370 (N=177)	89390 (N=22)	DIFF
E146 PREPARE FACILITIES FOR MEMORIAL SERVICES	59	5	54
E109 ASSEMBLE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	69	18	51
E147 PREPARE FACILITIES FOR RELIGIOUS EDUCATION ACTIVITIES	50	0	50
E144 PREPARE FACILITIES FOR ECUMENICAL OR INTERFAITH SERVICES OR ACTIVITIES	54	4	50
E151 PREPARE FACILITIES TO SUPPORT GENERAL PROTESTANT SERVICES OR RITES	62	14	48
I349 CLEAN CHAPEL FACILITIES, SUCH AS CHAPEL, ANNEX, OR KITCHEN	65	18	47
B46 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	37	77	-40
C80 REVIEW HOST-TENANT SUPPORT AGREEMENTS (HTSAs) OR INTER-SERVICE SUPPORT AGREEMENTS (ISSAs)	39	77	-38
B43 SUPERVISE CHAPEL MANAGEMENT TECHNICIAN (AFSC 89370)	20	55	-35
C79 REVIEW CORRESPONDENCE, RECORDS, OR REPORTS FOR CONTENT	61	95	-34
C62 EVALUATE INSPECTION REPORTS OR PROCEDURES	46	77	-31

TABLE 13
REPRESENTATIVE TASKS PERFORMED BY 89300 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=12)
B38 PARTICIPATE IN STAFF MEETINGS	100
A1 ANALYZE WORKLOAD REQUIREMENTS	92
A6 DETERMINE WORK PRIORITIES	92
A22 VALIDATE AND MONITOR CHAPLAIN FUNCTION MANPOWER REQUIREMENTS OR AUTHORIZATIONS	92
A4 COORDINATE ASSIGNMENT ACTIONS WITH PERSONNEL	83
A18 RESEARCH DATA FOR CHAPLAIN FUNCTION MANPOWER REQUIREMENTS OR AUTHORIZATIONS	83
C83 WRITE RECOMMENDATIONS FOR AWARDS AND DECORATIONS OR RECOGNITION PROGRAMS	83
C82 WRITE EPRs	83
B28 ESTABLISH ORGANIZATIONAL POLICIES, SUCH AS OPERATING INSTRUCTIONS (OIS), OR STANDARD OPERATING PROCEDURES (SOPs)	83
B24 COUNSEL SUBORDINATES	83
C49 CONDUCT PERFORMANCE FEEDBACK SESSIONS FOR SUBORDINATES	83
B27 DRAFT OR REVISE JOB DESCRIPTIONS	83
C79 REVIEW CORRESPONDENCE, RECORDS, OR REPORTS FOR CONTENT	75
B37 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	75
B46 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	75
B43 SUPERVISE CHAPEL MANAGEMENT TECHNICIAN (AFSC 89370)	75
G323 PROOFREAD CORRESPONDENCE FOR TYPOGRAPHICAL ERRORS	75
A16 PLAN WORK ASSIGNMENTS	75
A20 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, COMPENSATORY TIME OFF (CTO), OR PASSES	75
C58 EVALUATE COMPLIANCE OF SUBORDINATES WITH WORK STANDARDS	75
A21 SCHEDULE WORK ASSIGNMENTS	75
H338 PREPARE AND DISSEMINATE LETTERS OF APPRECIATION (LOAs)	75
A2 ASSIGN PERSONNEL TO DUTY POSITIONS	75
B29 ESTABLISH SUSPENSES	67
C70 EVALUATE SUGGESTIONS	67
D102 MAINTAIN OJT RECORDS	67
C63 EVALUATE JOB DESCRIPTIONS	67
A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	67
A9 DEVELOP ORGANIZATIONAL CHARTS	67

TABLE 14

EXAMPLES OF TASKS WHICH BEST DIFFERENTIATE BETWEEN
DAFSC 89390 AND DAFSC 89300 PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	89390 (N=22)	89300 (N=12)	DIFF
C67 EVALUATE PROCEDURES FOR STORAGE, INVENTORY, OR INSPECTION OF PROPERTY ITEMS	54	8	46
J400 PARTICIPATE IN SELF-AID AND BUDDY CARE TRAINING	36	0	36
C57 EVALUATE CHAPEL MANAGEMENT SUPPORT AT WORSHIP SERVICES	68	33	35
G280 COMPLETE AF FORMS 40A (AUTHORIZATION FOR INDIVIDUAL INACTIVE DUTY TRAINING)	50	17	33
J388 MANAGE CHAPLAIN FUNCTION UNIT TYPE CODES (UTCs)	41	8	33
F200 COMPLETE SF 700 (SECURITY CONTAINER INFORMATION) AND SF 702 (SECURITY CONTAINER CHECK SHEET	32	0	32
C74 INSPECT CHAPEL ADMINISTRATIVE SUPPORT FUNCTIONAL AREAS	55	25	30
B42 SUPERVISE CHAPEL MANAGEMENT SUPERINTENDENTS (AFSC 89390)	0	42	-42
C70 EVALUATE SUGGESTIONS	36	66	-30
A1 ANALYZE WORKLOAD REQUIREMENTS	64	92	-28
C84 WRITE RECOMMENDATIONS FOR PROMOTIONS	9	33	-24
H337 PERFORM PUBLIC RELATIONS FOLLOW-UP AFTER CONFERENCES, WORKSHOPS, OR DV VISITS	18	42	-24
C68 EVALUATE SAFETY PROGRAMS	18	42	-24
A22 VALIDATE AND MONITOR CHAPLAIN FUNCTION MANPOWER REQUIREMENTS OR AUTHORIZATIONS	68	92	-24

Summary

Survey data show Chapel Management personnel progress typically through the skill levels, with 3- and 5-skill level personnel spending more time on support in the areas of religious programs, bookkeeping, and resource management, 7-skill level members spending more time on supervising the various areas of support, and 9-skill level and CEM personnel performing the supervisory and management functions of the career ladder.

AFR 39-1 SPECIALTY JOB DESCRIPTION ANALYSIS

The current AFR 39-1 Specialty Descriptions for the career ladder were compared to job descriptions for each job identified and for each DAFSC group. Based on survey data, the 39-1 Specialty Descriptions accurately reflect the jobs and tasks being performed in the 893X0 career ladder.

ANALYSIS OF MAJCOM GROUPS

Survey data show there are some minor differences in time spent across duties by members of the various major commands. Data in Table 15 show members assigned to USAFA spend more time on religious program support tasks, which might be expected in light of the large number of religious programs there to support the cadet population. In contrast, members assigned to Air University spend only half as much time in this area as most commands, but rather are spending more of their time providing administrative support. Table 15 also shows that TAC personnel are spending more time on disaster preparedness, mobility, and readiness tasks than are members assigned to other MAJCOMs. Table 16 shows the percent of time first-enlistment members of the MAJCOMs spend across the various duties. Again we see that first-term personnel assigned to TAC are spending more time on disaster preparedness, mobility, and readiness tasks. Other minor differences among MAJCOM first-termers suggest that ATC personnel spend more time on religious program support, MAC first-termers spend more time working on resources support, and PACAF first-termers spend more time providing administrative support.

TRAINING ANALYSIS

Occupational survey data are one source of information used to review training documents for the specialty. The three most commonly used types of data are: (1) percent of first-enlistment personnel performing tasks, (2) ratings of how much training emphasis tasks should receive in the structured training, and (3) ratings of relative task difficulty. These data were used to review the tentative STS and POI.

TABLE 15

DISTRIBUTION OF TIME SPENT ACROSS DUTIES BY MEMBERS OF MAJCOMs
(RELATIVE PERCENT OF JOB TIME SPENT)

DUTIES	AAC (N=13)	USAF (N=10)	USAF (N=83)	AFLC (N=26)	AFSC (N=17)	ATC (N=83)
A. ORGANIZING AND PLANNING	5	4	4	7	5	5
B. DIRECTING AND IMPLEMENTING	5	6	5	6	5	6
C. INSPECTING AND EVALUATING	6	7	7	7	7	7
D. TRAINING	2	4	2	3	2	5
E. PROVIDING RELIGIOUS PROGRAM SUPPORT	23	31	23	25	21	24
F. PROVIDING CHAPEL RESOURCES SUPPORT	30	25	30	24	29	23
G. PROVIDING CHAPEL ADMINISTRATIVE SUPPORT	14	13	12	9	14	11
H. PERFORMING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	2	1	2	2	5	3
I. MAINTAINING FACILITIES AND GROUNDS	7	7	7	10	7	8
J. MANAGING DISASTER PREPAREDNESS, MOBILITY, AND READINESS PROGRAMS	5	2	7	7	4	8

* Denotes less than 1 percent

TABLE 15 (CONTINUED)

DISTRIBUTION OF TIME SPENT ACROSS DUTIES BY MEMBERS OF MAJCOMs
(RELATIVE PERCENT OF JOB TIME SPENT)

DUTIES	AIR UN (N=11)	MAC (N=54)	PACAF (N=41)	SAC (N=79)	TAC (N=68)	SPACE (N=6)	WASH (N=8)
A. ORGANIZING AND PLANNING	7	5	5	4	4	5	8
B. DIRECTING AND IMPLEMENTING	9	5	7	5	5	6	5
C. INSPECTING AND EVALUATING	7	6	8	8	6	6	7
D. TRAINING	4	3	3	3	3	*	1
E. PROVIDING RELIGIOUS PROGRAM SUPPORT	11	23	24	23	25	28	28
F. PROVIDING CHAPEL RESOURCES SUPPORT	28	29	25	30	27	26	27
G. PROVIDING CHAPEL ADMINISTRATIVE SUPPORT	21	12	13	12	11	18	13
H. PERFORMING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	4	2	4	2	2	1	1
I. MAINTAINING FACILITIES AND GROUNDS	6	7	6	7	7	7	8
J. MANAGING DISASTER PREPAREDNESS, MOBILITY, AND READINESS PROGRAMS	3	7	6	6	10	4	1

* Denotes less than 1 percent

TABLE 16

DISTRIBUTION OF TIME SPENT ACROSS DUTIES BY FIRST-TERM MEMBERS OF MAJCOMs
(RELATIVE PERCENT OF JOB TIME SPENT)

<u>DUTIES</u>	<u>USAFE</u> <u>(N=22)</u>	<u>AFLC</u> <u>(N=9)</u>	<u>ATC</u> <u>(N=14)</u>	<u>MAC</u> <u>(N=14)</u>	<u>PACAF</u> <u>(N=6)</u>	<u>SAC</u> <u>(N=16)</u>	<u>TAC</u> <u>(N=15)</u>
A. ORGANIZING AND PLANNING	1	1	2	1	1	1	1
B. DIRECTING AND IMPLEMENTING	2	2	2	3	3	3	2
C. INSPECTING AND EVALUATING	2	1	1	*	1	1	1
D. TRAINING	1	1	1	*	1	*	1
E. PROVIDING RELIGIOUS PROGRAM SUPPORT	31	32	38	29	27	33	29
F. PROVIDING CHAPEL RESOURCES SUPPORT	32	36	28	43	40	39	35
G. PROVIDING CHAPEL ADMINISTRATIVE SUPPORT	12	8	10	10	15	9	9
H. PERFORMING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	1	1	*	*	*	1	*
I. MAINTAINING FACILITIES AND GROUNDS	10	12	11	8	7	8	10
J. MANAGING DISASTER PREPAREDNESS, MOBILITY, AND READINESS PROGRAMS	8	6	7	6	5	5	12

* Denotes less than 1 percent

NOTE: Only those MAJCOMs having five or more first-enlistment members, or more than 10 percent of all first-enlistment personnel are listed

Training emphasis (TE) and task difficulty (TD) data are secondary factors that are used in conjunction with percent members performing figures to determine what tasks should be included in entry-level training. Tasks with high TE and TD ratings and performed by moderate to high percentages of first-enlistment personnel are normally taught in resident courses, while tasks with high TE and TD ratings and low percentages of first-enlistment personnel performing may be more appropriate for OJT. Tasks with low TE and TD ratings are generally not included in any formal training, unless their inclusion can be justified by percent members performing, command concerns, or criticality.

There is an additional factor, the Automated Training Indicator (ATI) computed for each task in the inventory, that school personnel can use to assist in making training decisions. A computer program uses the percent of first-enlistment members performing each task, TE and TD ratings, and the Course Training Decision Table found in ATCR 52-22, Atch 1, to assign an ATI value to each task in the inventory. ATIs range from 1 to 18 and suggest what tasks are most appropriate for training and to what level. The decision table and explanation of the ATIs precede the listing of tasks in descending ATI order in the Training Extract. School personnel will find this table and listing valuable for making decisions about training documents.

Table 17 lists tasks with the highest TE ratings, with accompanying first-job (1-24 months TAFMS), first-enlistment (1-48 months TAFMS), and TD ratings shown. These are primarily resources support tasks performed by rather high percentages of first-enlistment personnel. All but one of these tasks are matched to the STS, and all are matched to the 3-skill level POI.

Tasks with the highest TD ratings are listed in Table 18. These are tasks primarily from the management and training duties, including organizing and planning, directing and implementing, inspecting and evaluating, and training. These tasks tend to be performed by low percentages of first-term personnel, but are more commonly performed at the 7-skill level. Very few of these tasks are matched to the STS, and none are matched to the POI.

The Training Extract contains listing of tasks sorted in descending order of TE, TD, and ATI, as well as listings of the STS, the 3- and 7-level POIs, and the CTS for the CFAS course, with accompanying tasks matched to elements and learning objectives, percent of relevant group members performing each matched task, and TE, TD, and ATI ratings where applicable. Copies of the extract have been forwarded to technical school personnel for their use in reviewing the training documents. A summary of training-related OSR information is presented below.

First-Enlistment Chapel Management Personnel (AFSC 893X0)

One hundred and nine respondents indicated they are in their first enlistment. As shown by Figure 2, over half of first-term personnel are working as chapel bookkeepers, approximately one-fourth are religious program support personnel, 5 percent are working in resource management, and 2 percent are working on facility preparation. Nine percent of first-term personnel are

TABLE 17

TASKS WITH HIGHEST TRAINING EMPHASIS (TE) RATINGS

TASKS	TNG EMPH	PERCENT MEMBERS PERFORMING			TASK DIFF
		1-24 IAFMS	1-48 IAFMS	1-48 IAFMS	
F187 COMPLETE AF FORMS 1421 (DAILY TRANSACTION REPORT)	7.34	76	67	67	4.54
F188 COMPLETE AF FORMS 1424 (PURCHASE ORDER AND ACCOUNTS PAYABLE REGISTER)	7.34	74	65	65	4.52
F199 COMPLETE MONTHLY AF FORMS 1425 (STATEMENT OF OPERATIONS AND NET WORTH)	7.34	71	62	62	5.42
F186 COMPLETE AF FORMS 1420 (PURCHASE ORDER/VOUCHER)	7.30	76	67	67	4.77
F195 COMPUTE ANNUAL AF FORMS 1425 WITH PROPERTY CHANGE REPORT	7.27	57	53	53	6.44
F245 PREPARE CHAPLAIN-FUND COUNCIL MINUTES	6.88	67	57	57	5.10
F238 PREPARE AGENDAS FOR CHAPLAIN-FUND COUNCIL MEETINGS	6.55	69	60	60	5.12
G300 PERFORM RECEPTIONIST DUTIES	6.55	69	77	77	3.82
F253 PROCESS AF FORMS 1419 (CHAPEL OFFERING CERTIFICATE)	6.54	69	65	65	4.29
F254 PROCESS AF FORMS 1420	6.52	64	58	58	4.42
G302 PREPARE CHAPEL ADMINISTRATIVE CORRESPONDENCE	6.50	38	44	44	4.70
F220 MAINTAIN CHAPLAIN-FUND CHECKBOOKS AND SAVINGS ACCOUNTS	6.48	69	61	61	5.19
F246 PREPARE CHAPLAIN-FUND RECEIPTS FOR DEPOSIT	6.45	62	55	55	4.26
E140 PREPARE CHAPEL BULLETINS	6.41	45	43	43	4.70
F217 MAINTAIN AF FORMS 1421a (NONEXPENDABLE PROPERTY RECORD)	6.32	64	58	58	4.26
F261 PROCESS CHAPLAIN-FUND COUNCIL MINUTES	6.29	60	56	56	4.60

TE Mean = 2.81

S.D. = 1.73

TD Mean = 5.00

S.D. = 1.00

TABLE 17 (CONTINUED)

TASKS WITH HIGHEST TRAINING EMPHASIS (TE) RATINGS

TASKS	TNG EMPH	PERCENT MEMBERS PERFORMING		TASK DIFF
		1-24 TAFMS	1-48 TAFMS	
E149 PREPARE FACILITIES TO SUPPORT CATHOLIC SERVICES OR RITES	6.23	93	91	4.26
F221 MAINTAIN CHAPLAIN-FUND CONTINUITY FILES	6.14	55	57	5.25
E151 PREPARE FACILITIES TO SUPPORT GENERAL PROTESTANT SERVICES OR RITES	6.11	83	84	3.98
F260 PROCESS CHAPLAIN FUND CONTRACTS	6.04	36	37	5.23
E122 MAINTAIN FACILITY RESERVATION BOOKS	5.93	43	48	4.29
F244 PREPARE CHAPLAIN-FUND CONTRACTS	5.91	36	40	5.71
F191 COMPLETE AF FORMS 287 (SUBSISTENCE REQUEST)	5.86	50	53	4.23
G292 MAINTAIN FUNCTIONAL PUBLICATION LIBRARIES (FPLs)	5.75	19	24	5.28
F223 MAINTAIN CHAPLAIN-FUND PROPERTY	5.70	43	47	4.63
F256 PROCESS AF FORMS 287	5.70	52	53	4.10
F271 RENDER PAYMENTS FOR CHAPLAIN-FUND SERVICES AND MATERIALS	5.61	60	47	4.98

TE Mean = 2.81

S.D. = 1.73

TD Mean = 5.00

S.D. = 1.00

TABLE 18

TASKS WITH HIGHEST TASK DIFFICULTY (TD) RATINGS

TASKS	TASK DIFF	PERCENT MEMBERS PERFORMING			TNG EMPH
		1-48 TAFMS	89350	89370	
D98	7.94	1	1	5	.20
D96	7.67	2	1	3	.14
C51	7.42	1	1	8	.29
C48	7.38	1	2	8	.29
C83	7.21	1	15	62	2.38
F206	7.21	7	30	55	3.59
C52	7.13	1	4	12	.25
A18	7.12	5	14	44	.66
B24	7.07	4	24	69	1.77
D99	7.07	1	2	3	.30
B46	7.02	10	15	37	1.39
B28	7.01	7	20	59	1.45
F211	6.99	15	27	63	3.75

TD Mean = 5.00 S.D. = 1.00
TE Mean = 2.81 S.D. = 1.73

TABLE 18 (CONTINUED)
TASKS WITH HIGHEST TASK DIFFICULTY (TD) RATINGS

TASKS	TASK DIFF	PERCENT MEMBERS PERFORMING			TNG EMPH
		1-48 TAFMS	89350	89370	
A7 DEVELOP CHAPEL BASE-LEVEL ASSESSMENT	6.95	5	10	30	.80
C84 WRITE RECOMMENDATIONS FOR PROMOTIONS	6.95	1	3	19	1.45
F183 COMPILE ANNUAL APPROPRIATED-FUND BUDGET ESTIMATES	6.88	7	31	48	3.45
C50 CONDUCT STAFF ASSISTANCE VISITS	6.85	2	3	12	.45
C82 WRITE EPRS	6.85	2	20	66	2.68
F239 PREPARE ANNUAL APPROPRIATED-FUND BUDGET ESTIMATES	6.84	4	29	48	3.54
A8 DEVELOP HOST-TENANT SUPPORT AGREEMENTS (HTSAs) OR INTER-SERVICE SUPPORT AGREEMENTS (ISSAs)	6.83	4	7	24	.29
B40 SUPERVISE APPRENTICE CHAPEL MANAGEMENT SPECIALIST (AFSC 89330)	6.83	4	14	41	2.04
C53 DEVELOP SELF-INSPECTION PROGRAMS AND CHECKLISTS	6.83	6	20	54	2.63
D97 DEVELOP CHAPEL MANAGEMENT SELECTION PROGRAM	6.75	1	1	2	.13
C81 WRITE CIVILIAN PERFORMANCE APPRAISALS	6.75	1	2	22	.71
D95 DEVELOP BASE-LEVEL CHAPEL MANAGEMENT TRAINING PROGRAMS	6.70	2	11	44	1.88

TD Mean = 5.00 S.D. = 1.00
TE Mean = 2.81 S.D. = 1.73

DISTRIBUTION OF FIRST-ENLISTMENT AFSC 893XO PERSONNEL ACROSS CAREER LADDER JOBS

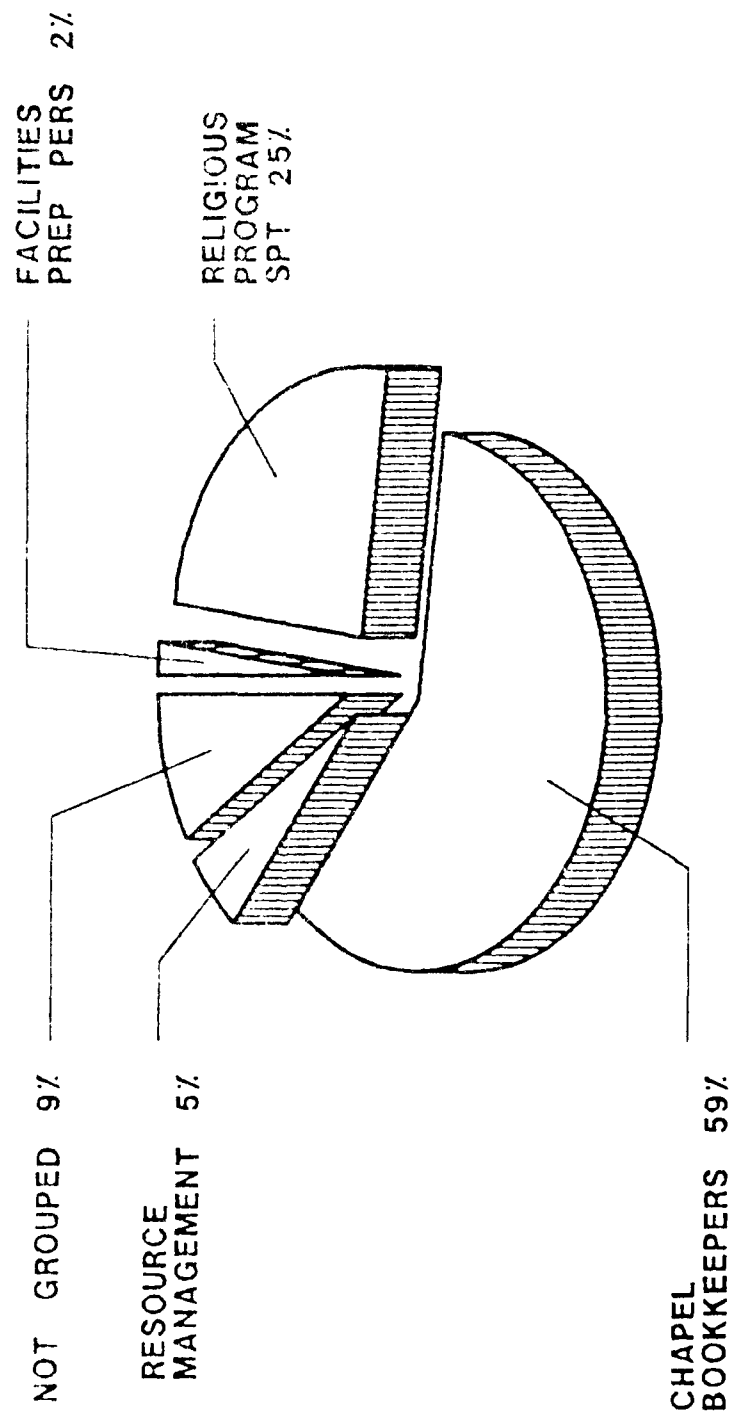


FIGURE 2

performing unique jobs, and thus, did not group with others in similar jobs. As indicated in Table 19, first-enlistment personnel spend 34 percent of their duty time performing chapel resources support functions and 33 percent of their time providing religious program support. Within these duties, the largest percentages of first-term personnel are cleaning and preparing religious facilities for various functions and preparing financial paperwork (see Table 20).

Computer software and hardware used by first-enlistment personnel is listed in Table 21. Of particular note here is that all first-term personnel indicated they use some type of computer equipment. Large percentages of first-termers are using the chaplain-fund accounting system (CFAS), word processing software, and MS-DOS. The most commonly used computer hardware includes the Zenith Z-248 and Zenith Z-100 computers and the Alps 2000 and Diablo 630 printers.

Review of Specialty Training Standard (STS)

For the purposes of reviewing the Specialty Training Standard (STS), Plans of Instruction (POIs), and the CTS for the new Chaplain-Fund Accounting System (CFAS) course, USAFOMS personnel met with 3400th Technical Training Group personnel at Keesler AFB to match tasks listed in the job inventory to line items of the STS and CTS, and learning objectives in the 3- and 7-level POIs. The end products of the matches were used to produce listings of these training documents with job inventory tasks matched, percent members performing the tasks, TE, TD ratings, and ATI values where applicable, for each matched task. These listings are included in the Training Extract sent to the school for review. Criteria set forth in AFR 8-13, AFR 8-13/ATC Supplement 1 (Attachment 1, paragraph A1-3c(4)), and ATCR 52-22 Attachment 1, were used to review the relevance of each STS element that had inventory tasks matched to it.

Paragraphs 1, 9, and 11 through 13 deal with the general topics of career ladder structure, disaster preparedness, supervision, training, and security, and were not reviewed. Paragraph 10 deals with the reserve forces program, while paragraphs 2 through 8 cover all other technical aspects of the career ladder.

Using AFR 8-13 criteria, most elements in the STS with tasks matched are supported by survey data, meaning tasks matched are performed by more than 20 percent of first-job, first-enlistment, 5-, or 7-skill level members. There are, however, a number of elements that are not supported. As shown in Table 22, these elements deal with religious program support duties, administrative support duties, and military welfare funds. School personnel should review Table 22 to determine if these unsupported elements should remain in the STS.

Forty-four STS elements have a dash (-) as the entry-level course code, but are matched to tasks performed by more than 30 percent of first-job or first-enlistment members (see training extract). These data suggest the training codes for these elements could be changed from a dash (-) to a knowledge or task proficiency level. School personnel need to review these items in light of survey data.

TABLE 19

RELATIVE PERCENT OF TIME SPENT ACROSS DUTIES
BY FIRST-ENLISTMENT AFSC 893X0 PERSONNEL

<u>DUTIES</u>	<u>1-48 MOS TAFMS (N=109)</u>
A. ORGANIZING AND PLANNING	1
B. DIRECTING AND IMPLEMENTING	2
C. INSPECTING AND EVALUATING	1
D. TRAINING	1
E. PROVIDING RELIGIOUS PROGRAM SUPPORT	33
F. PROVIDING CHAPEL RESOURCES SUPPORT	34
G. PROVIDING CHAPEL ADMINISTRATIVE SUPPORT	11
H. PERFORMING SPECIAL PROGRAM LOGISTICAL SUPPORT ACTIVITIES	*
I. MAINTAINING FACILITIES AND GROUNDS	10
J. MANAGING DISASTER PREPAREDNESS, MOBILITY, AND READINESS PROGRAMS	7

* Denotes less than 1 percent

TABLE 20

REPRESENTATIVE TASKS PERFORMED BY
FIRST-ENLISTMENT AFSC 893X0 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=109)
I349 CLEAN CHAPEL FACILITIES, SUCH AS CHAPEL, ANNEX, OR KITCHEN	95
E171 RESTORE CHAPEL FACILITIES AFTER USE TO A NEUTRAL SETTING	93
E149 PREPARE FACILITIES TO SUPPORT CATHOLIC SERVICES OR RITES	91
E151 PREPARE FACILITIES TO SUPPORT GENERAL PROTESTANT SERVICES OR RITES	84
I359 OPERATE SOUND SYSTEMS	82
B38 PARTICIPATE IN STAFF MEETINGS	80
E148 PREPARE FACILITIES FOR WEDDINGS	80
E156 PREPARE FACILITIES TO SUPPORT SPECIAL SERVICES	80
E109 ASSEMBLE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	78
E150 PREPARE FACILITIES TO SUPPORT DENOMINATIONAL OR OTHER FAITH GROUP SERVICES OR RITES	78
E147 PREPARE FACILITIES FOR RELIGIOUS EDUCATION ACTIVITIES	78
G300 PERFORM RECEPTIONIST DUTIES	77
F202 DEPOSIT CHAPLAIN FUNDS RECEIPTS IN BANK	77
E161 PREPARE REFRESHMENTS FOR CHAPEL SOCIAL FUNCTIONS	77
E144 PREPARE FACILITIES FOR ECUMENICAL OR INTERFAITH SERVICES OR ACTIVITIES	76
I360 PERFORM BUILDING SECURITY, FIRE, OR SAFETY CHECKS	75
E154 PREPARE FACILITIES TO SUPPORT ORGANIZATIONAL MEETINGS OR FUNCTIONS	74
E118 DISTRIBUTE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	73
E353 MAINTAIN ECCLESIASTICAL EQUIPMENT	73
E146 PREPARE FACILITIES FOR MEMORIAL SERVICES	72
F185 COMPLETE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	71
J399 PARTICIPATE IN MOBILITY OR READINESS EXERCISES	68
I357 OPERATE AUDIOVISUAL EQUIPMENT	68
F186 COMPLETE AF FORMS 1420 (PURCHASE ORDER/VOUCHER)	67
F187 COMPLETE AF FORMS 1421 (DAILY TRANSACTION REPORT)	67
F188 COMPLETE AF FORMS 1424 (PURCHASE ORDER AND ACCOUNTS PAYABLE REGISTER)	65

TABLE 21

COMPUTER SOFTWARE AND HARDWARE USED BY
FIRST-ENLISTMENT AFSC 893X0 PERSONNEL

COMPUTER APPLICATIONS/SOFTWARE USED	PERCENT MEMBERS USING (N=109)
CHAPLAIN FUND ACCOUNTING SYSTEM (CFAS)	75
WORD PROCESSING	60
MS-DOS	52
DATA BASE MANAGEMENT	14
GRAPHICS PROGRAMS	14
SPREADSHEET	12
DESKTOP PUBLISHING	3
PRESENTATION PROGRAMS	3
PROJECT MANAGEMENT PROGRAMS	3
OTHER	4
 <u>COMPUTER HARDWARE USED</u>	
DO NOT USE COMPUTERS	0
ZENITH Z-248	77
ALPS 2000	61
ZENITH Z-100	60
DIABLO 630	57
IBM DISPLAY WRITER	12
HAYES SMART 1200	7
DIABLO D80	6
HEWLITT-PACKARD LASER-JET II	6
EPSON FX-40	4
ALPS PORTABLE PRINTER	3
BURROUGHS	3
MPI 180	3
OKIDATA	3
XEROX MEMORYWRITER	3
CPT WORD PROCESSORS	2
HAYES SMART 2400	2
ZENITH Z-150	2
CANNON	1
OLYMPIA	1
SPERRY	1
OTHER	1

TABLE 22

UNSUPPORTED STS 893X0 ELEMENTS

	TNG EMPH	MEMBERS PERFORMING					TASK DIFF
		1ST JOB	1ST ENL	5- LVL	7- LVL		
2c(1). WORSHIP AND RELIGIOUS OBSERVANCES							
E130 MONITOR AF FORMS 1423 (CERTIFICATION OF ATTENDANCE AND OFFERINGS)	2.25	12	10	14	12	3.44	
2c(4). VISITATION MINISTRY							
G297 MAINTAIN VISITATION DOCUMENTATION	2.73	10	17	19	12	4.42	
2c(5). NON JUDEO-CHRISTIAN FAITH GROUP REQUIREMENTS							
E153 PREPARE FACILITIES TO SUPPORT NON JUDEO-CHRISTIAN SERVICES OR RITES	3.23	17	18	18	9	4.17	
3o(2). AFOSH STANDARDS FOR THE CHAPEL							
G301 PREPARE ACCIDENT AND INCIDENT REPORTS	1.41	5	6	15	19	4.71	
3p(3). DISPOSE OF PERSONNEL ROSTERS AND FILES							
E126 MAINTAIN RELIGIOUS EDUCATION VOLUNTEER STAFF ROSTERS	1.38	2	5	3	3	3.55	
7b. PREPARE RECEIVING REPORTS							
F248 PREPARE MWR DOCUMENTS	1.79	5	4	12	18	4.54	
F266 PROCESS MWR-FUND RECEIVING REPORTS	1.93	0	1	11	15	4.39	
7c. PREPARE BUDGETS							
F248 PREPARE MWR DOCUMENTS	1.79	5	4	12	18	4.54	

TD Mean = 5.00 S.D. = 1.00
 TE Mean = 2.81 S.D. = 1.73

There are also a number of tasks performed by more than 20 percent of criterion group members that are not matched to STS elements. Examples of these tasks are listed in Table 23, while the complete list may be found in the training extract associated with this report. These tasks were reviewed to determine if they deal with a particular function or are related to a specific job. While unmatched tasks are found in almost every technical duty, the largest percentage appear to relate to disaster preparedness, mobility, and readiness. Only two of the unmatched tasks are high in training emphasis, however. Training personnel and subject-matter experts need to review these unmatched tasks for potential coverage in the STS.

Review of 3ABR Course Plan of Instruction (POI)

The same 3400 TCHTG personnel also matched inventory tasks to learning objectives of the Apprentice Chapel Management Specialist Plan of Instruction (POI), dated 31 Jul 1990. A computer product was created for the POI listing learning objectives, tasks matched, percent first-job and first-enlistment members performing, TE and TD data, and ATI values. Learning objectives with tasks matched were reviewed using criteria found in ATCR 55-22, Attachment 1 (Feb 89). Any objective matched to tasks performed by less than 30 percent first-job or first-enlistment members is considered unsupported and should be taught by OJT, unless there is sufficient justification (i.e., criticality) to keep it in the entry-level course.

The 3-level POI is divided into three major blocks of instruction covering religious program support, chapel administrative support, and chapel resources support. Forty-one of the 45 objectives with tasks matched were supported by survey data. Unsupported objectives include: II3a - protect confidentiality of personal information, II3b - maintain active records IAW local checklist, II3d - manage project folders IAW local checklist, and III2a - identify terms of the fraud, waste, and abuse program. Unsupported objectives, with matched tasks and percent first-job and first-enlistment personnel performing, are listed in Table 24.

There are also a number of technical tasks performed by more than 30 percent first-job or first-enlistment personnel that are not matched to the POI (see Table 25). Over 40 percent of these tasks deal with disaster preparedness, mobility, and readiness, while the remainder deal with various other functions. School personnel need to review these tasks to determine if they suggest materials that should be included in the POI.

Other Training Issues

In addition to the standard analyses of the STS and the 3-skill level POI, training management personnel have requested that we review the 7-skill level POI, as well as a new CTS for the Chaplain Fund Accounting System (CFAS) course, which will be coming on line in Spring of 1991.

TABLE 23

EXAMPLES OF TECHNICAL TASKS PERFORMED BY MORE THAN 20 PERCENT OF
CRITERION GROUP MEMBERS NOT MATCHED TO AFSC 893X0 STS

TASKS	TNG EMPH	MEMBERS PERFORMING				TASK DIFF
		1ST JOB	1ST ENL	5- LVL	7- LVL	
F221 MAINTAIN CHAPLAIN-FUND CONTINUITY FILES	6.14	55	57	43	15	5.25
F192 COMPLETE AF FORMS 3083 (CHAPLAIN ANNUAL BUDGET ESTIMATE AND FINANCIAL PLAN)	5.14	21	25	30	23	5.63
J389 OPERATE CHAPEL CONTROL CENTER IN CHAPEL FACILITIES	4.41	43	45	52	65	5.23
G307 PREPARE LEAVE REQUESTS	4.16	40	50	55	58	3.48
E156 PREPARE FACILITIES TO SUPPORT SPECIAL SERVICES	4.13	79	80	76	49	3.97
J397 PARTICIPATE IN DISASTER PREPAREDNESS EXERCISES	4.07	33	38	43	50	4.97
E167 PREPARE VISUAL INFORMATION SUPPORT REQUESTS	3.73	33	42	47	35	3.82
J404 PROVIDE SUPPORT FOR CHAPLAIN MPU MINISTRY DURING DEPLOYMENTS OR EXERCISES	3.71	38	42	40	39	4.57
G317 PROCESS LEAVE REQUESTS	3.46	24	34	47	49	3.46
J385 MAINTAIN MPU SUPPLIES	3.45	36	31	28	34	3.82
G283 DISTRIBUTE CORRESPONDENCE	3.43	24	32	48	56	3.47
J379 MAINTAIN ADMINISTRATIVE FIELD BRIEFCASES	3.39	14	14	19	24	3.63
E127 MAINTAIN RELIGIOUS LITERATURE DISPLAYS	3.11	57	51	44	23	2.82
J390 OPERATE CHAPEL CONTROL CENTER, IN OTHER THAN CHAPEL FACILITIES	3.00	17	17	20	20	5.23
I352 MAINTAIN CHAPEL GROUNDS, SUCH AS MOWING, EDGING, AND TRIMMING HEDGES AND SHRUBS	2.98	43	41	37	29	3.44
J398 PARTICIPATE IN DISASTER RESPONSE FORCE TRAINING	2.86	12	17	18	22	4.81
I363 PERFORM SELF-HELP PROJECTS	2.77	29	34	46	52	5.38
G321 PROCESS REQUESTS FOR BASE PERSONNEL RELIGIOUS DATA LISTINGS	2.70	7	10	23	19	3.63
F235 MONITOR STATUS OF MWR-FUND BUDGETS	2.64	0	1	18	32	5.32
G299 MONITOR FLOW OF CORRESPONDENCE	2.30	12	17	30	53	4.66

TD Mean = 5.00

S.D. = 1.00

TE Mean = 2.81

S.D. = 1.73

TABLE 23 (CONTINUED)

EXAMPLES OF TECHNICAL TASKS PERFORMED BY MORE THAN 20 PERCENT OF
CRITERION GROUP MEMBERS NOT MATCHED TO AFSC 893X0 STS

TASKS	TNG EMPH	MEMBERS PERFORMING					TASK DIFF
		1ST JOB	1ST ENL	5- LVL	7- LVL		
E110 CONDUCT TOURS OF CHAPEL FACILITIES	2.25	33	40	45	53	3.28	
F230 MAINTAIN MWR FUNDS STATUS RECORDS	2.23	2	3	17	23	4.90	
G282 DETERMINE AND ACQUIRE BILLETING AND TRANSPORTATION REQUIREMENTS FOR TDYs	2.02	14	12	30	48	4.52	
D104 MONITOR PROGRESS OF OJT TRAINEES	1.88	0	2	12	50	5.26	
H328 CONFIRM TRAVEL RESERVATION INFORMATION FOR CONFEREES OR DVs	1.80	0	5	21	45	4.11	
F207 ESTABLISH COMMUNICATION SERVICE REQUIREMENT DOCUMENTS (CSRDS) FOR AUTOMATED DATA PROCESSING EQUIPMENT (ADPE)	1.36	0	2	14	30	6.68	
G278 ADVISE REQUESTORS ON AVAILABILITY AND USE OF SOFTWARE APPLICATIONS PROGRAMS	1.25	12	11	21	32	5.36	
D106 SCHEDULE PERSONNEL FOR TRAINING COURSES	.93	5	4	13	44	4.16	
G281 COORDINATE UPGRADES FOR EXISTING SOFTWARE PROGRAMS WITH SOFTWARE SUPPORT PERSONNEL	.75	0	4	12	23	5.46	

TD Mean = 5.00

S.D. = 1.00

TE Mean = 2.81

S.D. = 1.73

TABLE 24

UNSUPPORTED 3ABR89330 POI OBJECTIVES

	TNG EMPH	PERCENT MEMBERS PERFORMING			TASK DIFF	ATI
		1ST JOB	1ST ENL			
II 3A. IDENTIFY STEPS TO PROTECT CONFIDENTIALITY OF PERSONAL INFORMATION						
G288 MAINTAIN BASE PERSONNEL ROSTERS OR RELIGIOUS DATA LISTS	3.20	24	28		3.58	7
G291 MAINTAIN CHAPLAIN PERSONNEL ROSTERS	3.00	14	11		4.03	7
J387 MAINTAIN RECALL ROSTERS	3.86	21	25		3.84	7
E126 MAINTAIN RELIGIOUS EDUCATION VOLUNTEER STAFF ROSTERS	1.38	2	5		3.55	2
II 3B. GIVEN AFR 4-34, SIMULATED FILES, AND SUPPLEMENTAL MATERIALS, MAINTAIN ACTIVE RECORDS IAW LOCAL CHECKLIST						
G294 MAINTAIN RECORDS MANAGEMENT FILES	4.93	10	17		4.99	11
G284 ESTABLISH RECORDS MANAGEMENT FILES	3.18	14	17		5.61	7
G318 PROCESS OFFICIAL DOCUMENTS TO STAGING AREA	3.68	7	13		4.80	7
II 3D. GIVEN A FOLDER AND SUPPLEMENTAL MATERIALS, MANAGE PROJECT FOLDERS IAW LOCAL CHECKLIST						
E164 PREPARE SPECIAL PROJECT PROGRAM RECORDS	2.75	7	11		4.86	2
G297 MAINTAIN VISITATION DOCUMENTATION	2.73	10	17		4.42	2
H342 PREPARE SPECIAL PROGRAM AFTER-ACTION REPORTS	1.68	7	6		5.48	2
III 2A. IDENTIFY TERMS OF THE FRAUD, WASTE, AND ABUSE PROGRAM						
F219 MAINTAIN APPROPRIATED-FUND PROPERTY	4.41	7	10		4.94	7
H348 RETURN UNUSED LOGISTICAL SUPPLIES OR EQUIPMENT	1.82	7	4		3.82	2

TD Mean = 5.00 S.D. = 1.00
TE Mean = 2.81 S.D. = 1.73

TABLE 25

TECHNICAL TASKS PERFORMED BY MORE THAN 30 PERCENT CRITERION
GROUPS NOT MATCHED TO 3ABR89330 POI

TASKS NOT REFERENCED	TNG EMPH	PERCENT MEMBERS PERFORMING			TASK DIFF	ATI
		1ST JOB	1ST ENL			
JJ400 PARTICIPATE IN SELF-AID AND BUDDY CARE TRAINING	4.57	43	50	4.72	18	
E172 RESTORE NONCHAPEL FACILITIES AFTER USE	3.20	50	52	3.26	17	
G307 PREPARE LEAVE REQUESTS	4.16	40	50	3.48	17	
JJ399 PARTICIPATE IN MOBILITY OR READINESS EXERCISES	4.34	67	68	5.06	17	
I350 IDENTIFY MAJOR AND MINOR CONSTRUCTION AND SELF-HELP PROJECTS	2.57	38	50	5.04	16	
E158 PREPARE NONCHAPEL FACILITIES TO SUPPORT CHAPEL PROGRAMS	3.14	36	38	4.34	15	
E169 PROCESS TRANSPORTATION REQUESTS	3.21	33	41	3.37	15	
F222 MAINTAIN CHAPLAIN-FUND PETTY CASH	4.09	48	39	4.69	15	
G317 PROCESS LEAVE REQUESTS	3.46	24	34	3.46	15	
I361 PERFORM FOLLOW-UP ON MAINTENANCE PROBLEMS OR WORK REQUESTS	4.05	29	37	4.08	15	
JJ378 FIRE M-16 RIFLES FOR QUALIFICATION	3.82	33	44	3.99	15	
JJ382 MAINTAIN GAS MASKS AND CHEMICAL WARFARE ENSEMBLE	3.20	24	33	4.32	15	
JJ391 OPERATE CHEMICAL-WARFARE PROTECTIVE EQUIPMENT	3.07	21	34	4.97	15	
JJ394 PARTICIPATE IN CHEMICAL-WARFARE TASK QUALIFICATION TRAINING OTHER THAN CONDUCTING TRAINING	3.27	29	36	4.49	15	
JJ397 PARTICIPATE IN DISASTER PREPAREDNESS EXERCISES	4.07	33	38	4.97	15	
I363 PERFORM SELF-HELP PROJECTS	2.77	29	34	5.38	14	

TD Mean = 5.00 S.D. = 1.00
TE Mean = 2.81 S.D. = 1.73

AAR89370 POI. In reviewing the 7-level POI, learning objectives matched to tasks performed by 30 percent or more of 7-level personnel are considered to be supported. Once again, unsupported objectives should be taught by OJT, unless criticality or other justification suggests the objective warrants training in this advanced course.

The 7-skill level POI addresses the major duties of chapel resources support, chapel administrative support, and religious program support. Forty-four of the 49 learning objectives with tasks matched were well supported by survey data. Unsupported objectives come from all three major blocks of instruction. These objectives, along with matched tasks and percent members performing data, are listed in Table 26.

Several technical tasks performed by more than 30 percent of 7-skill level personnel are not matched to the POI. Most of these tasks, however, are very low in task difficulty, and thus, may not be appropriate course material for an advanced course. Technical school personnel may review these tasks (see training extract) to determine if they should be included in this POI.

AZR89350 CTS (Automated) Chaplain Fund Accounting System (CFAS). While AFR 8-13 and ATCR 52-22 Attachment 1 do not identify specific criteria for reviewing the CTS, similar criteria to that used on the STS have been utilized here. Since the CTS outlines information to be included in a course for selected 5- and 7-level personnel, percentages of these members performing matched tasks were considered in reviewing the CTS. This review found that all CTS elements with tasks matched were well supported by survey data in that at least 30 percent of 5- or 7-level personnel were performing the matched tasks.

Since this is a topic-specific CTS, many tasks performed by 893X0 personnel will not be matched. Training specialists may want to review the list of unmatched tasks, found in the training extract, for CFAS-related tasks which may warrant inclusion in the CTS.

Summary

Most matched portions of all four training documents are supported by survey data. Training personnel need to review unsupported STS and CTS line items and POI objectives, as well as tasks that were not matched to the relevant training documents.

JOB SATISFACTION

Respondents were asked to indicate how interested they are in their jobs, if they feel their talents and training are being used, and if they intend to reenlist. Satisfaction indicators for TAFMS groups in the present study were compared to those of members of related AFSCs surveyed in 1988 (Table 27).

TABLE 26

3AAR89370 POI OBJECTIVES WITH LESS THAN 30 PERCENT
7-LEVEL PERSONNEL PERFORMING

	PERCENT 7-LEVELS PERFORMING	TASK DIFF
I 4J. DETERMINE WHAT ACTIONS ARE TAKEN TO PREPARE REPORTS OF SURVEY		
F210 INITIATE REPORTS OF SURVEY	23	6.25
I 5B. USING FINANCIAL RECORDS, AFR 265-9, AND SUPPLEMENTAL MATERIALS, PREPARE A CHAPLAIN FUND BUDGET IAW INSTRUCTOR CHECKLIST		
F125 COMPLETE AF FORMS 3083 (CHAPLAIN ANNUAL BUDGET ESTIMATE AND FINANCIAL PLAN)	23	5.63
II 6B. DETERMINE APPROPRIATE ACTIONS TO BE TAKEN TO MAINTAIN STATISTICAL DATA		
E129 MAINTAIN STATUS BOARDS, GRAPHS, OR CHARTS	25	4.17
E111 CONSOLIDATE INFORMATION FOR ANNUAL AF FORMS 1270 (CHAPLAIN STATISTICAL REPORT)	24	5.30
E112 CONSOLIDATE INFORMATION FOR MONTHLY AF FORMS 1270	20	4.85
E113 CONSOLIDATE MAN-HOURS FOR UNIT METHODOLOGY REPORTS	15	5.42
G297 MAINTAIN VISITATION DOCUMENTATION	12	4.42
E125 MAINTAIN RELIGIOUS EDUCATION STUDENT RECORDS	2	3.61
III 5D. USING SUPPLEMENTAL MATERIALS, MAINTAIN A CHAPEL FACILITY SCHEDULE IAW A LOCAL CHECKLIST		
E122 MAINTAIN FACILITY RESERVATION BOOKS	28	4.29
E121 MAINTAIN CHAPEL FACILITY CALENDARS	27	4.26
E139 PREPARE CHAPEL ACTIVITIES SCHEDULES	24	4.47
III 6B. USING SUPPLEMENTAL MATERIALS, RELATED LOGISTICAL DOCUMENTS, BUILD A SPECIAL PROJECT FOLDER IAW A LOCAL CHECKLIST		
H342 PREPARE SPECIAL PROGRAM AFTER-ACTION REPORTS	29	5.48
E164 PREPARE SPECIAL PROJECT PROGRAM RECORDS	25	4.86

TD Mean = 5.00 S.D. = 1.00

TABLE 27

COMPARISON OF JOB SATISFACTION INDICATORS FOR 893X0 TAFMS GROUPS
IN CURRENT STUDY TO A COMPARATIVE SAMPLE
(PERCENT MEMBERS RESPONDING)

	<u>1-48 MONTHS TAFMS</u>		<u>49-96 MONTHS TAFMS</u>		<u>97+ MONTHS TAFMS</u>	
	893X0 (N=109)	COMP SAMPLE (N=2,034)	893X0 (N=143)	COMP SAMPLE (N=1,176)	893X0 (N=531)	COMP SAMPLE (N=2,091)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	73	69	80	73	83	77
SC-SO	14	20	13	16	12	15
DULL	13	11	6	11	5	8
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO GOOD	79	78	85	80	87	83
LITTLE OR NOT AT ALL	21	22	15	20	13	17
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO GOOD	91	82	94	82	88	80
LITTLE OR NOT AT ALL	9	18	6	18	12	20
<u>REENLISTMENT INTENTIONS:</u>						
WILL REENLIST	61	64	78	75	72	70
WILL NOT REENLIST	38	36	22	24	6	9
WILL RETIRE	1	*	0	1	22	21

* Denotes less than 1 percent

Comparative data were from AFSCs 703X0, 732X0, and 732X1 surveyed in 1988

TABLE 28

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 893X0
TAFMS GROUPS IN CURRENT AND PREVIOUS STUDIES
(PERCENT MEMBERS RESPONDING)

	<u>1-43 MONTHS TAFMS</u>		<u>49-96 MONTHS TAFMS</u>		<u>97+ MONTHS TAFMS</u>	
	1990 (N=109)	1978 (N=217)	1990 (N=143)	1978 (N=81)	1990 (N=262)	1978 (N=244)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	73	69	80	75	83	86
SO-SO	14	18	13	10	12	8
DULL	13	13	6	15	5	6
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO GOOD	79	70	85	80	87	89
LITTLE OR NOT AT ALL	21	30	15	20	13	11
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO GOOD	91	87	94	83	88	91
LITTLE OR NOT AT ALL	9	13	6	17	12	9
<u>REENLISTMENT INTENTIONS:</u>						
WILL REENLIST	61	44	78	65	72	74
WILL NOT REENLIST	38	56	22	35	6	26
WILL RETIRE	1	**	0	**	22	**

** Data collected in 1978 did not differentiate between those who were retiring and those who would not be reenlisting for other reasons

TABLE 29

COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF 893X0 SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)

	FACILITIES PREP PERS (N=6)	RELIGIOUS PRGM SPT PERSONNEL (N=88)	CHAPEL BKPRS (N=118)	RESOURCE MGT PERS (N=122)	CHIEFS OF CHAPEL SPT ACTIVITIES (N=94)	MAJCOM ADM SPT (N=8)	MGT & TRNG PERSONNEL (N=38)
<u>EXPRESSED JOB INTEREST:</u>							
INTERESTING	50	75	80	83	86	75	84
SO-SO	50	16	11	10	10	25	13
DULL	0	9	9	7	4	0	3
<u>PERCEIVED USE OF TALENTS:</u>							
FAIRLY WELL TO GOOD	84	81	81	90	92	25	90
LITTLE OR NOT AT ALL	16	19	19	10	8	75	10
<u>PERCEIVED USE OF TRAINING:</u>							
FAIRLY WELL TO GOOD	100	94	93	90	91	75	79
LITTLE TO NOT AT ALL	0	6	7	10	9	25	21
<u>REENLISTMENT INTENTIONS:</u>							
WILL REENLIST	50	69	67	81	64	88	68
WILL NOT REENLIST	50	25	30	10	7	0	8
WILL RETIRE	0	6	3	9	29	12	24

While all job satisfaction indicators for members of this career ladder compare quite favorably to the comparative sample, perceived use of training among Chapel Management personnel is noticeably better than among personnel of comparable AFSCs.

Satisfaction indicators for TAFMS groups in the present study were also compared to figures reported in the previous OSR (Table 28). Overall, indicators are substantially better for first- and second-term personnel in the present study and have dropped slightly for career personnel.

Satisfaction indicators for members of the various jobs are shown in Table 29. Most respondents find their work interesting, except those with the Facility Preparation job, who report the lowest job interest. Personnel with the MAJCOM Administrative Support job express the lowest perceived use of talents and feel their training is least used, yet 100 percent of these personnel plan to either reenlist or retire. A smaller percentage of members in the Facility Preparation job plan to reenlist than in any other job.

Summary

Satisfaction of AFSC 893X0 personnel and members of similar AFSCs surveyed in 1988 were compared, and data show AFSC 893X0 personnel have somewhat higher satisfaction indicators than their counterparts in other AFSCs. Overall satisfaction has improved for first- and second-term personnel over the years and has declined slightly for career personnel. Members of most jobs find their work interesting, feel their talents and training are used, and plan to reenlist, with the exception of the small number of respondents who spend most of their work time working on facility preparation tasks.

IMPLICATIONS

Overall, there have been few changes in the structure of the career ladder since the last OSR was accomplished in 1978. Personnel progress typically through the career ladder, with 3- and 5-skill level members performing mainly bookkeeping, religious program support, and resource management tasks, 7-skill level members performing more managerial aspects of resource management as well as supervisory tasks, 9-skill level members performing more supervisory and management tasks, and CEM personnel performing more administrative and career ladder management tasks. Survey data show the AFR 39-1 Specialty Descriptions accurately describe the tasks and jobs performed by job incumbents.

Job satisfaction indicators for this specialty are somewhat higher than those of related AFSCs surveyed in 1988. Overall, job satisfaction has improved over the years. Members of most jobs report they find their job interesting and feel their talents and training are used. Members with the Facilities Preparation and MAJCOM Administrative Support jobs, however, have the lowest satisfaction indicators.

Most elements of the STS were well supported by survey data; however, numerous tasks not matched to the STS require review for possible inclusion. The CFAS CTS was well supported by survey data. Both the 3- and 7-skill level POIs had a few unsupported objectives requiring review. Tasks not matched to either POI include numerous disaster preparedness, mobility, and readiness tasks, as well as several other tasks dealing with a variety of other functions. School personnel need to review all unsupported objectives, as well as high performance and unmatched tasks, to determine if revisions to the training documents are required.

APPENDIX A

SELECTED REPRESENTATIVE TASKS PERFORMED BY
MEMBERS OF CAREER LADDER JOBS

TABLE A1
FACILITIES PREPARATION PERSONNEL
(STG066)

NUMBER IN GROUP: 6
PERCENT OF SAMPLE: 1%

AVERAGE TIME IN JOB: 18 MONTHS
AVERAGE TAFMS: 34 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
E149 PREPARE FACILITIES TO SUPPORT CATHOLIC SERVICES OR RITES	100
E151 PREPARE FACILITIES TO SUPPORT GENERAL PROTESTANT SERVICES OR RITES	100
E154 PREPARE FACILITIES TO SUPPORT ORGANIZATIONAL MEETINGS OR FUNCTIONS	100
E171 RESTORE CHAPEL FACILITIES AFTER USE TO A NEUTRAL SETTING	100
B38 PARTICIPATE IN STAFF MEETINGS	100
E172 RESTORE NONCHAPEL FACILITIES AFTER USE	83
E156 PREPARE FACILITIES TO SUPPORT SPECIAL SERVICES	83
E143 PREPARE FACILITIES AND EQUIPMENT FOR ADULT VALUES EDUCATION	83
E147 PREPARE FACILITIES FOR RELIGIOUS EDUCATION ACTIVITIES	83
E148 PREPARE FACILITIES FOR WEDDINGS	83
E144 PREPARE FACILITIES FOR ECUMENICAL OR INTERFAITH SERVICES OR ACTIVITIES	83
E118 DISTRIBUTE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	83
E150 PREPARE FACILITIES TO SUPPORT DENOMINATIONAL OR OTHER FAITH GROUP SERVICES OR RITES	83
E109 ASSEMBLE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	67
I349 CLEAN CHAPEL FACILITIES, SUCH AS CHAPEL, ANNEX, OR KITCHEN	67
E145 PREPARE FACILITIES FOR FUNERAL SERVICES	67
I359 OPERATE SOUND SYSTEMS	67
E152 PREPARE FACILITIES TO SUPPORT JEWISH SERVICES OR RITES	67
G312 PREPARE REPROGRAPHIC REQUESTS	67
I360 PERFORM BUILDING SECURITY, FIRE, OR SAFETY CHECKS	67
E173 RESTORE OUTSIDE AREAS AFTER USE	67

TABLE A2
RELIGIOUS PROGRAM SUPPORT PERSONNEL
(STG60)

NUMBER IN GROUP: 88
PERCENT OF SAMPLE: 17%

AVERAGE TIME IN JOB: 16 MONTHS
AVERAGE TAFMS: 82 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
I349 CLEAN CHAPEL FACILITIES, SUCH AS CHAPEL, ANNEX, OR KITCHEN	98
E171 RESTORE CHAPEL FACILITIES AFTER USE TO A NEUTRAL SETTING	98
G300 PERFORM RECEPTIONIST DUTIES	95
E151 PREPARE FACILITIES TO SUPPORT GENERAL PROTESTANT SERVICES OR RITES	95
E149 PREPARE FACILITIES TO SUPPORT CATHOLIC SERVICES OR RITES	95
I360 PERFORM BUILDING SECURITY, FIRE, OR SAFETY CHECKS	91
E109 ASSEMBLE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	90
E147 PREPARE FACILITIES FOR RELIGIOUS EDUCATION ACTIVITIES	90
E146 PREPARE FACILITIES FOR MEMORIAL SERVICES	90
I359 OPERATE SOUND SYSTEMS	89
E148 PREPARE FACILITIES FOR WEDDINGS	88
E118 DISTRIBUTE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	86
E144 PREPARE FACILITIES FOR ECUMENICAL OR INTERFAITH SERVICES OR ACTIVITIES	86
B38 PARTICIPATE IN STAFF MEETINGS	85
E156 PREPARE FACILITIES TO SUPPORT SPECIAL SERVICES	83
I353 MAINTAIN ECCLESIASTICAL EQUIPMENT	82
E145 PREPARE FACILITIES FOR FUNERAL SERVICES	82
E161 PREPARE REFRESHMENTS FOR CHAPEL SOCIAL FUNCTIONS	80
E154 PREPARE FACILITIES TO SUPPORT ORGANIZATIONAL MEETINGS OR FUNCTIONS	78
I357 OPERATE AUDIOVISUAL EQUIPMENT	78
E150 PREPARE FACILITIES TO SUPPORT DENOMINATIONAL OR OTHER FAITH GROUP SERVICES OR RITES	77
E123 MAINTAIN PUBLIC INFORMATION BOARDS	77
G302 PREPARE CHAPEL ADMINISTRATIVE CORRESPONDENCE	76
E140 PREPARE CHAPEL BULLETINS	76
E114 COORDINATE CHAPEL ACTIVITIES SCHEDULES WITH STAFF PERSONNEL	75
E115 COORDINATE WITH LAY PERSONNEL IN SUPPORT OF CHAPEL ACTIVITIES	75

TABLE A3
CHAPEL BOOKKEEPERS
(STG56)

NUMBER IN GROUP: 118
PERCENT OF SAMPLE: 23%

AVERAGE TIME IN JOB: 20 MONTHS
AVERAGE TAFMS: 53 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
F186 COMPLETE AF FORMS 1420 (PURCHASE ORDER/VOUCHER)	97
F202 DEPOSIT CHAPLAIN FUNDS RECEIPTS IN BANK	97
I349 CLEAN CHAPEL FACILITIES, SUCH AS CHAPEL, ANNEX, OR KITCHEN	97
F187 COMPLETE AF FORMS 1421 (DAILY TRANSACTION REPORT)	97
E149 PREPARE FACILITIES TO SUPPORT CATHOLIC SERVICES OR RITES	94
F199 COMPLETE MONTHLY AF FORMS 1425 (STATEMENT OF OPERATIONS AND NET WORTH)	94
F253 PROCESS AF FORMS 1419 (CHAPEL OFFERING CERTIFICATE)	94
F220 MAINTAIN CHAPLAIN-FUND CHECKBOOKS AND SAVINGS ACCOUNTS	93
F188 COMPLETE AF FORMS 1424 (PURCHASE ORDER AND ACCOUNTS PAYABLE REGISTER)	93
F254 PROCESS AF FORMS 1420 (PURCHASE ORDER/VOUCHER)	92
F236 PARTICIPATE IN CHAPLAIN-FUND COUNCIL MEETINGS	92
F245 PREPARE CHAPLAIN-FUND COUNCIL MINUTES	92
F238 PREPARE AGENDAS FOR CHAPLAIN-FUND COUNCIL MEETINGS	91
F261 PROCESS CHAPLAIN-FUND COUNCIL MINUTES	91
E171 RESTORE CHAPEL FACILITIES AFTER USE TO A NEUTRAL SETTING	91
F217 MAINTAIN AF FORMS 1421a (NONEXPENDABLE PROPERTY RECORD)	91
F176 ADVISE REQUESTERS ON PROPER PROCEDURES FOR OBTAINING SUPPLIES AND SERVICES	87
E151 PREPARE FACILITIES TO SUPPORT GENERAL PROTESTANT SERVICES OR RITES	86
F246 PREPARE CHAPLAIN-FUND RECEIPTS FOR DEPOSIT	86
F221 MAINTAIN CHAPLAIN-FUND CONTINUITY FILES	86
F175 ADVISE REQUESTERS ON AUTHORIZED EXPENDITURES	84
I359 OPERATE SOUND SYSTEMS	83
F225 MAINTAIN CONTROL RECORDS FOR AF FORMS 1419 (CHAPEL OFFERING CERTIFICATE)	82
F216 ISSUE AF FORMS 1419 (CHAPEL OFFERING CERTIFICATE)	81
E161 PREPARE REFRESHMENTS FOR CHAPEL SOCIAL FUNCTIONS	81
E156 PREPARE FACILITIES TO SUPPORT SPECIAL SERVICES	81
G300 PERFORM RECEPTIONIST DUTIES	80
E109 ASSEMBLE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	79

TABLE A4
RESOURCE MANAGEMENT PERSONNEL
(STG48)

NUMBER IN GROUP: 122
PERCENT OF SAMPLE: 24%

AVERAGE TIME IN JOB: 20 MONTHS
AVERAGE TAFMS: 120 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
F194 COMPLETE AF FORMS 9 (REQUEST FOR PURCHASE)	96
F209 INITIATE APPROPRIATED-FUND PURCHASE REQUESTS FOR CONTRACT SERVICES AND MATERIALS	94
F258 PROCESS AF FORMS 9 (REQUEST FOR PURCHASE)	94
F201 COORDINATE APPROPRIATED-FUND BUDGET MATTERS WITH RESOURCE ADVISORS	93
F178 ANALYZE COST CENTER REPORTS	91
F176 ADVISE REQUESTERS ON PROPER PROCEDURES FOR OBTAINING SUPPLIES AND SERVICES	91
E109 ASSEMBLE SUPPLIES OR EQUIPMENT FOR CHAPEL-RELATED PROGRAMS	91
F212 INVENTORY APPROPRIATED-FUND EQUIPMENT	91
F185 COMPLETE AF FORMS 1297 (TEMPORARY ISSUE RECEIPT)	91
F193 COMPLETE AF FORMS 601 (EQUIPMENT ACTION REQUEST)	91
F180 ANNOTATE INVOICES OR SHIPPING LISTS FOR APPROPRIATED-FUND SERVICES OR MATERIALS RECEIVED	90
E171 RESTORE CHAPEL FACILITIES AFTER USE TO A NEUTRAL SETTING	90
F204 DETERMINE STATUS OF INCOMPLETE APPROPRIATED-FUND PURCHASE REQUESTS	90
F203 DETERMINE FINANCIAL REQUIREMENTS	89
E149 PREPARE FACILITIES TO SUPPORT CATHOLIC SERVICES OR RITES	89
B38 PARTICIPATE IN STAFF MEETINGS	89
F190 COMPLETE AF FORMS 2005 (ISSUE/TURN IN REQUEST)	89
F234 MONITOR STATUS OF APPROPRIATED-FUND BUDGETS	89
E151 PREPARE FACILITIES TO SUPPORT GENERAL PROTESTANT SERVICES OR RITES	89
F183 COMPILE ANNUAL APPROPRIATED-FUND BUDGET ESTIMATES	89
F197 COMPLETE DD FORMS 1348-6 (DOD SINGLE LINE ITEM REQUISITION SYSTEM DOCUMENT)	89
F232 MAINTAIN SUPPLY STOCK LEVELS FOR CHAPEL FACILITIES	88
F175 ADVISE REQUESTERS ON AUTHORIZED EXPENDITURES	87

TABLE A5
CHIEFS OF CHAPEL SUPPORT ACTIVITIES
(STG47)

NUMBER IN GROUP: 94
PERCENT OF SAMPLE: 18%

AVERAGE TIME IN JOB: 26 MONTHS
AVERAGE TAFMS: 197 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
B24 COUNSEL SUBORDINATES	98
A6 DETERMINE WORK PRIORITIES	97
C82 WRITE EPRs	97
B37 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES FOR SUBORDINATES	96
A16 PLAN WORK ASSIGNMENTS	96
A1 ANALYZE WORKLOAD REQUIREMENTS	95
A12 ESTABLISH PERFORMANCE STANDARDS FOR SUBORDINATES	95
D102 MAINTAIN OJT RECORDS	95
B27 DRAFT OR REVISE JOB DESCRIPTIONS	95
B38 PARTICIPATE IN STAFF MEETINGS	94
C49 CONDUCT PERFORMANCE FEEDBACK SESSIONS FOR SUBORDINATES	94
A2 ASSIGN PERSONNEL TO DUTY POSITIONS	94
C58 EVALUATE COMPLIANCE OF SUBORDINATES WITH WORK STANDARDS	93
A21 SCHEDULE WORK ASSIGNMENTS	93
C83 WRITE RECOMMENDATIONS FOR AWARDS AND DECORATIONS OR RECOGNITION PROGRAMS	93
A20 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, COMPENSATORY TIME OFF (CTO), OR PASSES	93
B41 SUPERVISE CHAPEL MANAGEMENT SPECIALIST (AFSC 89350)	91
B29 ESTABLISH SUSPENSES	91
A5 DETERMINE REQUIREMENTS FOR SPACE, PERSONNEL, EQUIPMENT, OR SUPPLIES	90
D94 DETERMINE TRAINING REQUIREMENTS	89
D88 CONDUCT JOB QUALIFICATION TRAINING	89
C63 EVALUATE JOB DESCRIPTIONS	88
G289 MAINTAIN CHAPEL CONTINUITY FILES	86
B28 ESTABLISH ORGANIZATIONAL POLICIES, SUCH AS OPERATING INSTRUCTIONS (OIs), OR STANDARD OPERATING PROCEDURES (SOPs)	86
E157 PREPARE IN-HOUSE TRAINING MATERIALS	86
B23 CONDUCT CHAPEL MANAGEMENT PERSONNEL (CMP) STAFF MEETINGS	84
C61 EVALUATE INDIVIDUALS FOR TRAINING	84
J389 OPERATE CHAPEL CONTROL CENTER IN CHAPEL FACILITIES	84

TABLE A6

MAJCOM ADMINISTRATIVE SUPPORT PERSONNEL JOB
(STG45)

NUMBER IN GROUP: 8

AVERAGE TIME IN JOB: 14 MONTHS

PERCENT OF SAMPLE: 2%

AVERAGE TAFMS: 146 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
G322 PROCESS TDY ORDERS	100
G294 MAINTAIN RECORDS MANAGEMENT FILES	100
G317 PROCESS LEAVE REQUESTS	100
G307 PREPARE LEAVE REQUESTS	100
G313 PREPARE TDY ORDERS	88
G300 PERFORM RECEPTIONIST DUTIES	88
G283 DISTRIBUTE CORRESPONDENCE	88
G299 MONITOR FLOW OF CORRESPONDENCE	88
G311 PREPARE PERMISSIVE TDY ORDERS	88
G296 MAINTAIN SUSPENSE FILES	88
G323 PROOFREAD CORRESPONDENCE FOR TYPOGRAPHICAL ERRORS	88
G292 MAINTAIN FUNCTIONAL PUBLICATION LIBRARIES (FPLs)	88
B29 ESTABLISH SUSPENSES	88
G284 ESTABLISH RECORDS MANAGEMENT FILES	88
B38 PARTICIPATE IN STAFF MEETINGS	88
G302 PREPARE CHAPEL ADMINISTRATIVE CORRESPONDENCE	75
G320 PROCESS REPROGRAPHIC REQUESTS	75
G319 PROCESS PERMISSIVE TDY ORDERS	75
G289 MAINTAIN CHAPEL CONTINUITY FILES	75
G312 PREPARE REPROGRAPHIC REQUESTS	75
G285 ESTIMATE REQUIREMENTS FOR FORMS AND PUBLICATIONS	75
G308 PREPARE OFFICIAL MESSAGES	75
A6 DETERMINE WORK PRIORITIES	75
G293 MAINTAIN OPERATING INSTRUCTIONS (OIs)	75
G282 DETERMINE AND ACQUIRE BILLETING AND TRANSPORTATION REQUIREMENTS FOR TDYs	63
G295 MAINTAIN SUPPLY OF BLANK FORMS	63
A20 SCHEDULE TEMPORARY DUTY (TDY), LEAVES, COMPENSATORY TIME OFF (CTO), OR PASSES	63
B27 DRAFT OR REVISE JOB DESCRIPTIONS	63

TABLE A7

MANAGEMENT AND TRAINING PERSONNEL CLUSTER
(STG09)NUMBER IN GROUP: 38
PERCENT OF SAMPLE: 7%AVERAGE TIME IN JOB: 20 MONTHS
AVERAGE TAFMS: 185 MONTHS

THE FOLLOWING TASKS ARE IN DESCENDING ORDER OF PERCENT MEMBERS PERFORMING

TASKS	PERCENT MEMBERS PERFORMING
B38 PARTICIPATE IN STAFF MEETINGS	89
A6 DETERMINE WORK PRIORITIES	82
G323 PROOFREAD CORRESPONDENCE FOR TYPOGRAPHICAL ERRORS	79
B29 ESTABLISH SUSPENSES	76
C79 REVIEW CORRESPONDENCE, RECORDS, OR REPORTS FOR CONTENT	71
A1 ANALYZE WORKLOAD REQUIREMENTS	71
B46 WRITE STAFF STUDIES, SURVEYS, OR SPECIAL REPORTS, OTHER THAN TRAINING REPORTS	68
G300 PERFORM RECEPTIONIST DUTIES	66
H331 DETERMINE BILLETING REQUIREMENTS FOR CONFEREES OR DVs	66
H328 CONFIRM TRAVEL RESERVATION INFORMATION FOR CONFEREES OR DVs	66
H335 DETERMINE TRANSPORTATION REQUIREMENTS FOR CONFERENCES, WORKSHOPS, OR DV VISITS	63
C83 WRITE RECOMMENDATIONS FOR AWARDS AND DECORATIONS OR RECOGNITION PROGRAMS	63
H336 DETERMINE UNIQUE PROTOCOL REQUIREMENTS	61
H329 COORDINATE ACTIVITY ITINERARY WITH APPLICABLE OFFICES	61
B28 ESTABLISH ORGANIZATIONAL POLICIES, SUCH AS OPERATING INSTRUCTIONS (OIs), OR STANDARD OPERATING PROCEDURES (SOPs)	61
H339 PREPARE CONFEEE LISTS	58
H341 PREPARE CONFERENCE, DV, OR WORKSHOP ITINERARIES	58
H340 PREPARE CONFERENCE OR WORKSHOP BROCHURES	58
H346 PROCURE LOGISTICAL SUPPORT ITEMS	55
H334 DETERMINE FUNDING REQUIREMENTS FOR CONFERENCES, WORKSHOPS, OR DV VISITS	55
C55 EVALUATE ADMINISTRATIVE FORMS OR FILES	55
H338 PREPARE AND DISSEMINATE LETTERS OF APPRECIATION (LOAs)	55
H332 DETERMINE DINING REQUIREMENTS OR ARRANGEMENTS FOR CONFEREES OR DVs	53
C63 EVALUATE JOB DESCRIPTIONS	53